

Make Something Wonderful

Steve Jobs in his own words



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创造出美妙的东西

Steve Jobs in his own words

史蒂夫·乔布斯用自己的话

There's lots of ways to be, as a person. And some people express their deep appreciation in different ways. But one of the ways that I believe people express their appreciation to the rest of humanity is to make something wonderful and put it out there.

作为一个人，有很多种方式。有些人以不同的方式表达他们深深的谢意。但我认为人们向其他人类表达谢意的一种方式创造出美妙的东西并将其公之于众。

And you never meet the people. You never shake their hands. You never hear their story or tell yours. But somehow, in the act of making something with a great deal of care and love, something's transmitted there.

你永远不会见到这些人。你永远不会与他们握手。你永远不会听到他们的故事或讲述你的故事。但不知何故，在以极大的关怀和爱意创造某样东西的过程中，某些东西在那里传递了。

And it's a way of expressing to the rest of our species our deep appreciation. So we need to be true to who we are and remember what's really important to us.

这是一种向我们其他物种表达我们深切谢意的方式。因此，我们需要忠于自己，记住对我们来说真正重要的是什么。

—Steve, 2007

——史蒂夫，2007 年

Introduction by

劳伦·鲍威尔·乔布斯

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Contents have been edited and excerpted for clarity and privacy.

为清晰和隐私，内容已编辑并摘录。

✂ indicates that several sentences or paragraphs have been removed from the original.

✂ 表示已从原文中删除了若干句子或段落。

Introduction by Laurene Powell Jobs

劳伦·鲍威尔·乔布斯引言

The best way to understand a person is to listen to that person directly. And the best way to understand Steve is to listen to what he said and wrote over the course of his life. His words—in speeches, interviews, and emails—offer a window into how he thought.

了解一个人的最佳方式是直接听这个人说话。了解史蒂夫的最佳方式是听他在一生中说过和写过的话。他的话语——在演讲、采访和电子邮件中——提供了一个窗口，让我们了解他的想法。

And he was an exquisite thinker.

他是一位精辟的思想家。

Much of what's in these pages reflects guiding themes of Steve's life: his sense of the worlds that would emerge from marrying the arts and technology; his unbelievable rigor, which he imposed first and most strenuously on himself; his tenacity in pursuit of assembling and leading great teams; and perhaps, above all, his insights into what it means to be human.

这些页面中的大部分内容反映了史蒂夫生活中的指导主题：他对艺术与技术相结合所产生的世界的认识；他难以置信的严谨，他首先且最严格地强加给自己；他在组建和领导优秀团队方面的坚韧不拔；也许最重要的是，他对身为人类意味着什么的见解。

Steve once told a group of students, “You appear, have a chance to blaze in the sky, then you disappear.” He gave an extraordinary amount of thought to how best to use our fleeting time.

史蒂夫曾告诉一群学生，“你出现，有机会在空中闪耀，然后你消失。”他对如何最好地利用我们短暂的时间进行了非常多的思考。

He was compelled by the notion of being part of the arc of human existence, animated by the thought that he—or that any of us—might elevate or expedite human progress.

他被成为人类存在弧线一部分的概念所驱使，并被这样的想法所激励，即他——或我们中的任何一个人——可能会提升或加速人类进步。

It is hard enough to see what is already there, to gain a clear view.

Steve's gift was greater still: he saw clearly what was not there, what could be there, what had to be there. His mind was never a captive of reality.

仅仅看到已经存在的东西，获得清晰的视野，就已经足够困难了。史蒂夫的天赋更大：他清楚地看到了不存在的东西，可能存在的东西，必须存在的东西。他的思想从未被现实所束缚。

Quite the contrary: he imagined what reality lacked and set out to remedy it. His ideas were not arguments, but intuitions, born of a true inner freedom and an epic sense of possibility.

恰恰相反：他想象了现实中缺少什么，并着手弥补它。他的想法不是论据，而是直觉，源于真正的内心自由和史诗般的可能性意识。

In these pages, Steve drafts and refines. He stumbles, grows, and changes. But always, always, he retains that sense of possibility.

在这些页面中，史蒂夫起草并完善。他跌跌撞撞，成长，改变。但始终，始终，他都保留着那种可能性意识。

I hope these selections ignite in you the understanding that drove him: that everything that makes up what we call life was made by people no smarter, no more capable, than we are; that our world is not fixed—and so we can change it for the better.

我希望这些精选能激发你产生推动他的理解：构成我们所谓的生命的一切都是由与我们一样聪明、一样有能力的人创造的；我们的世界并非一成不变——因此我们可以让它变得更好。



Steve at two. He later called computers "a bicycle of the mind."

两岁的史蒂夫。他后来称计算机为“心灵的自行车”。

Preface: Steve on His Childhood and Young Adulthood

前言：史蒂夫谈他的童年和青年时代

Steve typically kept his personal life private, but he did occasionally talk about growing up in the San Francisco Bay Area. It was a time when engineers and programmers began flooding into what came to be known as Silicon Valley.

史蒂夫通常对自己的个人生活保密，但他偶尔会谈论在旧金山湾区长大。那是一个工程师和程序员开始涌入后来被称为硅谷的地方的时代。

In 1995, he recorded an oral history for the Smithsonian.

1995年，他为史密森尼学会录制了一段口述历史。

I was very lucky. I had a father, named Paul, who was a pretty remarkable man. He never graduated from high school.

我很幸运。我有一个父亲，名叫保罗，他是一个非常了不起的人。他从未高中毕业。

He joined the Coast Guard in World War II and ferried troops around the world for General Patton, and I think he was always getting into trouble and getting busted down to Private. He was a machinist by trade and worked very hard and was kind of a genius with his hands.

他参加了二战期间的海岸警卫队，并为巴顿将军在世界各地运送部队，我认为他总是惹麻烦，并被降职为列兵。他是一名机械师，工作非常努力，并且非常聪明。

He had a workbench out in the garage where, when I was about five or six, he sectioned off a little piece of it and said, "Steve, this is your workbench now." And he gave me some of his smaller tools and showed me how to use a hammer and saw and how to build things.

在我大约五、六岁的时候，他在车库里有一个工作台，他把其中一小块地方隔出来，然后说：“史蒂夫，这是你的工作台了。”他给了我一些他较小的工具，并向我展示了如何使用锤子和锯子，以及如何制造东西。

It really was very good for me. He spent a lot of time with me,

teaching me how to build things, take things apart, put things back together.

这对我来说真的很好。他花了很多时间陪我，教我如何制造东西、拆卸东西、重新组装东西。

One of the things that he touched upon was electronics. He did not have a deep understanding of electronics himself, but he'd encountered electronics a lot in automobiles and other things that he would fix.

他接触过的一件事是电子产品。他自己对电子产品并没有深入的了解，但他在汽车和其他他修理的东西中经常遇到电子产品。

He showed me the rudiments of electronics, and I got very interested in that.

他向我展示了电子产品的基本原理，我对此非常感兴趣。

I grew up in Silicon Valley. My parents moved from San Francisco to Mountain View when I was five. My dad got transferred, and that was right in the heart of Silicon Valley, so there were engineers all around.

我在硅谷长大。在我五岁的时候，我的父母从旧金山搬到了山景城。我父亲被调职了，那就在硅谷的中心地带，所以周围都是工程师。

Silicon Valley, for the most part, at that time, was still orchards—apricot orchards and prune orchards—and it was really paradise. I remember almost every day the air being crystal clear, where you could see from one end of the valley to the other.

当时，硅谷大部分地区仍然是果园——杏园和李子园——那真是人间天堂。我记得几乎每天空气都非常清新，你可以从山谷的一端看到另一端。

It was really the most wonderful place in the world to grow up.

那真是世界上最棒的成长之地。

There was a man that moved in down the street, maybe about six or seven houses down the block, who was new in the neighborhood with his wife. And it turned out that he was an engineer at Hewlett-Packard and he was a ham-radio operator and really into electronics.

街区上搬来了一位男士，大概住在街区六七户人家外，他带着妻子刚

搬到这个社区。结果发现他是一位惠普工程师，也是一位火腿族无线电操作员，非常喜欢电子产品。

What he did to get to know the kids on the block was rather a strange thing: he put out a carbon microphone and a battery and a speaker on his driveway, where you could talk into the microphone and your voice would be amplified by the speaker.

为了结识街区上的孩子们，他做了一件相当奇怪的事：他在车道上放了一个碳麦克风、一个电池和一个扬声器，你可以对着麦克风说话，你的声音会被扬声器放大。

Kind of a strange thing when you move into a neighborhood, but that's what he did. ∞

当你搬到一个社区时，这算是一件奇怪的事，但他就是这么做的。∞<

I got to know this man, whose name was Larry Lang, and he taught me a lot of electronics. He was great. He used to build Heathkits. Heathkits were really great. Heathkits were these products that you would buy in kit form.

我认识了这位名叫拉里·朗的男士，他教了我很多电子知识。他很棒。他曾经组装希斯套件。希斯套件非常棒。希斯套件是你可以买到套件形式的产品。

You actually paid more money for them than if you just went and bought the finished product, if it was available. These Heathkits would come with these detailed manuals about how to put this thing together, and all the parts would be laid out in a certain way and color coded.

你实际上为它们支付的钱比直接购买成品（如果能买到的话）还要多。这些希斯套件会附带详细的手册，介绍如何组装这个东西，所有零件都会以某种方式摆放并标有颜色代码。

You'd actually build this thing yourself.

你实际上会自己组装这个东西。

I would say that gave one several things. It gave one an understanding of what was inside a finished product and how it worked, because it would include a theory of operation.

我会说那给了人几样东西。它让人理解成品内部是什么以及它是如何

工作的，因为它会包含一个操作理论。

But maybe even more importantly, it gave one the sense that one could build the things that one saw around oneself in the universe. These things were not mysteries anymore. I mean, you looked at a television set, and you would think, “I haven’t built one of those—but I could.

但也许更重要的是，它让人觉得可以构建自己在宇宙中看到的東西。这些东西不再是谜了。我的意思是，你看着一台电视机，你会想，“我没有造过这种东西——但我可以。

There’s one of those in the Heathkit catalog, and I’ve built two other Heathkits, so I could build a television set.” Things became much more clear that they were the results of human creation, not these magical things that just appeared in one’s environment that one had no knowledge of their interiors.

希思罗公司目录里就有这种东西，我已经造过两个希思罗公司的东西了，所以我能造一台电视机。”人们变得更加清楚，它们是人类创造的结果，而不是环境中凭空出现的神奇事物，人们对它们的内部一无所知。

It gave a tremendous degree of self-confidence that, through exploration and learning, one could understand seemingly very complex things in one’s environment. My childhood was very fortunate in that way. ✂

它让人极度自信，认为通过探索和学习，人们可以理解环境中看似非常复杂的东西。我的童年在那方面非常幸运。✂

School was pretty hard for me at the beginning. My mother taught me how to read before I got to school, and so when I got there I really just wanted to do two things: I wanted to read books, because I loved reading books, and I wanted to go outside and chase butterflies.

一开始，学校对我来说非常困难。在我上学之前，我妈妈教我识字，所以我到了学校，我只想两件事：我想读书，因为我喜欢读书，我想出去追蝴蝶。

You know, do the things that five-year-olds like to do. I encountered authority of a different kind than I had ever encountered before, and I did not like it. And they really almost got me. They came this close to really beating any curiosity out of me.

你知道，做五岁孩子喜欢做的事情。我遇到了与以前遇到的不同的权威，我不喜欢它。他们真的差点让我屈服。他们差点把我的好奇心彻底打消。

By the time I was in third grade, I had a good buddy of mine, Rick Ferrentino, and the only way we had fun was to create mischief.

在我三年级的时候，我有一个好朋友，里克·费伦蒂诺，我们玩得开心的唯一方式就是制造恶作剧。

I remember there was a big bike rack where everybody put their bikes, maybe a hundred bikes in this rack—and we traded everybody our lock combinations for theirs on an individual basis.

我记得有一个很大的自行车架，每个人都把自行车放在那里，架子上可能有一百辆自行车——我们一对一地交换了每个人的锁的组合。

Then [we] went out one day and put everybody's lock on everybody else's bike, and it took them until about ten o'clock that night to get all the bikes sorted out. We set off explosives in teachers' desks. We got kicked out of school a lot.

然后[我们]有一天出去，把每个人的锁都锁在别人的自行车上，他们直到那天晚上十点左右才把所有的自行车都整理好。我们在老师的课桌上放了炸药。我们经常被赶出学校。

In fourth grade I encountered one of the other saints of my life. They were going to put me and Rick Ferrentino into the same fourth-grade class, and the principal said at the last minute, "No, bad idea. Separate them." So this teacher, Mrs.

四年级时，我遇到了生命中的另一位圣人。他们本来要把我跟里克·费伦蒂诺分到同一个四年级班级，但校长在最后一刻说：“不行，这是个坏主意。把他们分开。”于是这位老师，希尔太太

Hill, said, "I'll take one of them." She taught the advanced fourth-grade class, and thank God I was the random one that got put in the class. She watched me for about two weeks and then approached me. She said, "Steven, I'll tell you what. I'll make you a deal.

说：“我带走一个。”她教的是四年级进阶班，感谢上帝，我是被随机分到这个班级的那个。她观察了我大约两周，然后来找我。她说：“史蒂文，我告诉你，我跟你做个交易。

I have this math workbook, and if you take it home and finish it on

your own without any help, and you bring it back to me, if you get it 80 percent right, I will give you five dollars and one of these really big suckers.” She [had] bought [a sucker], and she held it out in front of me—one of these giant things.

我有一本数学练习册，如果你把它带回家，不借助任何帮助自己完成，然后带回来给我，如果你答对了 80%，我就给你五美元和一个特别大的棒棒糖。”她[已经]买[了一个棒棒糖]，她把它举到我面前——一个巨大的东西。

And I looked at her like, “Are you crazy, lady? Nobody’s ever done this before!” And of course I did it. She basically bribed me back into learning, with candy and money.

我像看疯子一样看着她，“你疯了吗，女士？从来没有人这么做过！”当然，我做到了。她基本上用糖果和钱收买了 ja，让我重新开始学习。

And what was really remarkable was before very long I had such a respect for her that it sort of reignited my desire to learn. She was remarkable. She got me kits for making cameras. I ground my own lens and made a camera. It was really quite wonderful.

真正非凡的是，没过多久，我就对她肃然起敬，这重新点燃了我学习的欲望。她非同凡响。她给我买来制作相机的工具包。我磨制了自己的镜头，并制作了一台相机。那真是太棒了。

I think I probably learned more academically in that one year than I’d ever learned in my life.

我想，在那一年里，我可能学到的学术知识比我一生中所学的还要多。

In 1984, Steve chatted with reporter David Sheff about how, as young adults, he and others of his generation began to develop their own cultural outlook.

1984 年，史蒂夫与记者大卫·谢夫聊了聊，作为年轻人，他和同龄人是如何开始形成自己的文化观点的。

My parents never pushed me to go to college, but they always wanted

to make sure that if I wanted to go, they had the resources to do it.

我的父母从未强迫我上大学，但他们一直想确保如果我想去的话，他们有能力做到。

And they saved, they really sacrificed some and saved some money up [for me to attend Reed College], but [...] after six months, it just, it just seemed really absurd to be spending their life savings putting me through college.

他们省吃俭用，真的牺牲了一些东西，攒了一些钱 [供我上里德学院]，但 [...] 六个月后，花光他们的毕生积蓄供我上大学，这似乎真的很荒谬。

I didn't know enough about what I wanted to do, and besides that, I figured I could drop out and then drop back in and take the classes anyway and learn just as much. So I dropped out after six months, and then I dropped in for a little over a year.

我不知道自己想做什么，此外，我想我可以退学，然后重新入学，照样上课，学到同样多的东西。所以我六个月后就退学了，然后又上了一年多一点的课。

I spent about a year and a half there, maybe close to two years. And I enjoyed it greatly. It was a hard time in my life, but I enjoyed it a lot. I didn't know what I wanted to do with my life.

我在那里待了一年半左右，可能接近两年。我非常享受那段时光。那是我人生中一段艰难的时期，但我非常享受。我不知道自己想用一生做什么。

And Reed was a very intense place, very bright people—everyone out to change the world, but not knowing quite how. ∞

而里德是一个非常激烈的地方，那里的人都很聪明——每个人都想改变世界，但不知道该怎么办。∞

The early seventies was the time that sort of Eastern mysticism hit the shores of the United States. And we had a constant flow of people traveling through Reed, stopping off at Reed. Everyone from Timothy Leary and Richard Alpert to Gary Snyder, people like that.

七十年代初，东方神秘主义开始在美国兴起。里德不断有人来来往往，在里德停留。从蒂莫西·利里和理查德·阿尔珀特到加里·斯奈德，诸如此类的人。

So there's a constant flow of intellectual questioning about the truth of life and existence. ∞

所以，人们不断地对生命的真相和存在进行智力上的质疑。∞

The idealistic wind of the sixties was still at our back, and most of the people that I know that are my age have that ingrained in them forever.

六十年代的理想主义风潮仍在继续，我认识的大多数同龄人永远都铭记于心。

They have that idealism in them, but they also have a certain cautiousness about sort of ending up working in a natural food store behind the counter when they're forty-five years old, which is what they saw some of their older friends [doing]—not that that's bad in and of itself, but it's bad if that's not what you really set out to do or what you really wanted to be doing.

他们有理想主义，但他们也对在 45 岁时最终在一家天然食品店柜台后面工作持谨慎态度，因为他们看到一些年长的朋友[这样做]——这本身并没有什么不好，但如果你并没有真正想做或真正想成为那样的人，那就糟糕了。

So that idealism was formed, but also the feeling that there had to be a more successful way [of] realizing some of that idealism.

因此，理想主义形成了，但同时也有种感觉，必须有更成功的方式来实现其中一些理想主义。

Steve also recalled his time in California and India after leaving Reed College.

离开里德学院后，史蒂夫还回忆起他在加利福尼亚和印度的时光。

I came back down [to the San Francisco Bay Area] 'cause I decided I wanted to travel, but I was lacking the necessary funds.

我回到[旧金山湾区]，因为我决定想去旅行，但我缺少必要的资金。

This was California. You can get LSD fresh-made from Stanford University. You can go sleep on the beach at night with your

girlfriends and whatever meaningful others.

这是加利福尼亚。你可以从斯坦福大学买到新鲜制作的 LSD。你可以和你的女朋友以及其他重要的人在海滩上过夜。

You could... I didn't really realize how different California was than the middle of America, and even to some extent the East Coast, until I traveled to those places. I'd never been to any of those places until my early twenties.

你可以.....直到我旅行到那些地方，我才真正意识到加利福尼亚与美国中部，甚至在某种程度上与东海岸是多么的不同。在我二十出头之前，我从未去过任何那些地方。

California has a sense of experimentation about it, and a sense of openness about it—openness and new possibility—that I really didn't appreciate till I went to other places.

加利福尼亚有一种实验精神，一种开放精神——开放和新的可能性——直到我去其他地方，我才真正意识到这一点。

So I came back down to get a job, and I was looking in the paper and there was this ad that [...] talked about being an engineer and having fun at the same time. It sounded like fun, so I called. It was [video game manufacturer] Atari.

所以我回来找工作，我在报纸上看到一则广告，[...]谈到成为一名工程师并同时享受乐趣。听起来很有趣，所以我打电话了。那是[电子游戏制造商]雅达利。

And I filled out an application, just listed all the things that I'd done, and the personnel woman said, "Well, don't call us, we'll call you!" But then some stroke of luck got my application to a man named Al Alcorn, who was the vice president of engineering at Atari at the time.

我填写了一份申请表，列出了我做过的一切，人事部女士说：“好吧，不要给我们打电话，我们会给你打电话！”但随后，一些好运将我的申请交给了当时雅达利工程副总裁艾尔·阿尔康。

And he called me up the next day and hired me, and it was great. [...] I was there a little less than a year, and they had shipped a bunch of games to Europe that had some engineering defects in them.

第二天他就给我打了电话，并雇用了我，这太棒了。[...] 我在那里工作了不到一年，他们向欧洲运送了一批存在一些工程缺陷的游戏。

I figured out how to fix them, but it was necessary for somebody to go over there and actually do the fixing.

我想出了如何修复它们，但需要有人去那里实际进行修复。

So I volunteered to go; well, they asked me if I'd go, and I said I definitely would love to, but I'd like to take a leave of absence when I was there. So they let me do that, and I ended up in Switzerland and flew from Zurich to New Delhi. And I spent some time in India.

所以我自愿去；好吧，他们问我是否愿意去，我说我当然很乐意，但我想在那里休假。所以他们让我这么做了，我最终去了瑞士，从苏黎世飞往新德里。我在印度待了一段时间。

I'm stupefied to sort of summarize [my trip to India]. Anyone would have a hard time summarizing a meaningful experience of their life in a page. I mean, if I was William Faulkner, I might be able to do it for you, but I'm not.

我无法用一句话来概括[我的印度之旅]。任何人都很难用一页纸来概括他们生命中有意义的经历。我的意思是，如果我是威廉·福克纳，我可能会为你做到这一点，但我不是。

Coming back was more of a culture shock than going. All I really wanted to do [after returning to California] was to go find a grassy meadow and just sit. I didn't want to drive a car. I didn't want to go to San Francisco or do all these things. I didn't want to do it.

回来比去的时候更像是文化冲击。[回到加州后]我真正想做的一切就是去寻找一片草地，然后坐下。我不想开车。我不想去旧金山或做所有这些事情。我不想做。

So I didn't, for about three months. I just read and sat. When you are a stranger in a place, you notice things that you rapidly stop noticing when you become familiar. I was a stranger in America for the first time in my life, and so I saw things I'd never seen before.

所以，我大约三个月没做。我只是阅读和坐着。当你身处一个陌生的地方时，你会注意到一些事情，当你熟悉后，你就会迅速停止注意到这些事情。我一生中第一次在美国成为一个陌生人，所以我看到了以前从未见过的东西。

And I tried to pay attention to them for those three months because I knew that gradually, bit by bit, my familiarity would be gained again.

而且我试图在三个月内注意它们，因为我知道逐渐地，一点一点地，我会再次熟悉它们。

→ **WARNING:** ALTERATION, ADDITION OR MUTILATION OF ENTRIES IS PROHIBITED.
ANY UNOFFICIAL CHANGE WILL RENDER THIS PASSPORT INVALID.

NAME STEVEN PAUL JOBS	
BIRTH DATE FEB. 24, 1955	BIRTHPLACE CALIFORNIA, U.S.A.
HEIGHT 6 FEET 1 INCHES	HAIR BROWN EYES BROWN
WIFE X X X	ISSUE DATE MAY 11, 1973
MINORS X X X	EXPIRATION DATE MAY 10, 1978
SIGNATURE OF BEARER <i>Steven Paul Jobs</i>	

→ **IMPORTANT:** THIS PASSPORT IS NOT VALID UNTIL SIGNED BY THE BEARER. PERSONS INCLUDED HEREIN MAY NOT USE THIS PASSPORT FOR TRAVEL UNLESS ACCOMPANIED BY THE BEARER.



Steve's passport, spring 1973. He was eighteen.

史蒂夫的护照，1973年春天。他当时十八岁。

Listen well everyone
Great is the problem of Life and Death
No forever gone gone
Awake Awake each one
Don't waste your life

dd buddhist poem

A poem sent to a friend in 1974: "Don't waste your life."

1974 年寄给朋友的一首诗：“不要浪费你的生命。”

Part I, 1976–1985

第一部分 , 1976-1985

“A lot of people put a lot of love into these products.”

“很多人对这些产品倾注了大量心血。”

In 1976, when Steve and his friend Steve Wozniak (“Woz”) began assembling what would come to be known as the Apple I in the Jobs family’s garage, the word “computer” conjured images of hulking machines tended by professional programmers.

1976 年，当史蒂夫和他的朋友史蒂夫·沃兹尼亚克（“沃兹”）开始在乔布斯家的车库里组装后来被称为 *Apple I* 的东西时，“计算机”一词让人联想到由专业程序员照看的庞大机器。

A single company—IBM—dominated the industry. But Steve and Woz were part of a new generation of creative thinkers, engineers, and hobbyists trying to build small, cheap machines that they could program themselves.

一家公司——IBM——主导了该行业。但史蒂夫和沃兹是新一代有创造力的思想家、工程师和业余爱好者，他们试图制造出可以自己编程的小型廉价机器。

When Apple launched, Steve was twenty-one, precocious but inexperienced and unpolished. At Apple’s first board meeting, he put his bare feet on a conference room table, earning a quick rebuke from the board chair.

当苹果公司成立时，史蒂夫 21 岁，早熟但缺乏经验且粗糙。在苹果公司的第一次董事会上，他把赤脚放在会议室的桌子上，董事会主席迅速对他进行了斥责。

The company’s breakthrough came with the introduction of the Apple II, a machine that could run right out of the box, with cassette storage and a built-in color screen.

该公司的突破来自于 *Apple II* 的推出，这是一款可以直接开箱即用的机器，配有磁带存储器和内置彩色屏幕。

Within a year, Apple was one of the fastest-growing companies in America—and by the time Steve turned thirty, he was the public face of a Fortune 500 company.

一年之内，苹果公司成为美国发展最快的公司之一——当史蒂夫 30 岁时，他已成为财富 500 强公司的公众形象。

Inside Apple, his ideas and passion were inspiring, but Steve’s management style was divisive. His responsibilities changed almost every year as he was assigned to and removed from various projects and teams. He began clashing with his handpicked CEO, John Sculley.

在苹果公司内部，他的想法和热情鼓舞人心，但史蒂夫的管理风格却

引起了分歧。他几乎每年都会更换职责，因为他被分配到不同的项目和团队，然后又被撤换。他开始与他亲自挑选的首席执行官约翰·斯卡利发生冲突。

In September 1985, the Apple board fired Steve.

1985年9月，苹果公司董事会解雇了史蒂夫。

Later, when he talked about these first years at Apple, Steve focused on one thing: Macintosh, the computer that he and a tight-knit team introduced to the world in 1984. To Steve, Macintosh was everything technology should be.

后来，当他谈到在苹果的最初几年时，史蒂夫专注于一件事：Macintosh，他与一个紧密团结的团队在1984年向世界推出的电脑。对史蒂夫来说，Macintosh就是技术应有的一切。

It was streamlined and practical, simple and sophisticated, a tool for enhancing creativity as much as productivity.

它精简实用，简单而复杂，既是增强创造力的工具，也是提高生产力的工具。

In another age, Steve believed, the people on the Macintosh team would have been writers, musicians, or artists. "The feelings and the passion that people put into it were completely indistinguishable from a poet or a painter," he said.

史蒂夫认为，在另一个时代，Macintosh团队的人员本应是作家、音乐家或艺术家。“人们投入其中的情感和热情与诗人或画家完全没有区别，”他说。

He called their work a form of love and their product "a computer for the rest of us," with a mouse as well as arrow keys, desktop icons instead of programming commands, and, at startup, instead of a blinking cursor: a smile.

他称他们的工作为一种爱，称他们的产品为“我们其他人的电脑”，它既有鼠标，也有箭头键，用桌面图标代替编程命令，并且在启动时，不是闪烁的光标，而是笑脸。

Macintosh also represented the first time Steve led a team developing a product that he believed had changed the world. "It ushered in a revolution," Steve recalled twenty-three years later, during the rollout of another world-changing innovation: the iPhone.

Macintosh 还代表着史蒂夫第一次领导一个团队开发他认为改变了世界的一款产品。“它引发了一场革命，”史蒂夫在 23 年后回忆道，当时他正在推出另一项改变世界的创新：iPhone。

“I remember the week before we launched the Mac, we all got together, and we said, ‘Every computer is going to work this way. You can’t argue about that anymore. You can argue about how long it will take, but you can’t argue about it anymore.’”

“我记得在发布 Mac 的前一周，我们聚在一起，然后说，‘每台电脑都会这样工作。你不能再争论这个了。你可以争论需要多长时间，但你不能再争论这个了。’”

Steve on Launching Apple

史蒂夫谈论 Apple 的发布

In 1984, Steve recalled the friendships behind Apple.

1984 年，史蒂夫回忆了 Apple 背后的友谊。

I met Woz when I was thirteen in a friend of mine's garage. He was, I think, about eighteen. [...] He moved down the street from a friend of mine named Bill Fernandez, and I was over at Bill's. We were working late one night on a project, and Woz dropped by.

我十三岁时在一个朋友的车库里遇到了沃兹。我想他当时大约十八岁。[...] 他搬到了我一个叫比尔·费尔南德斯的朋友的街区，我当时在比尔家。一天晚上，我们熬夜做项目，沃兹过来了。

We ended up talking for hours. I was real impressed with him. I thought he was great. He had a good sense of humor [...] and we had a common interest [in electronics] that sort of bound us together even though we were totally different in every other way possible. ∞

我们最终聊了几个小时。我对他印象深刻。我认为他很棒。他很有幽默感[...] 我们有一个共同的兴趣[电子产品]，即使我们在其他所有方面都截然不同，但这种兴趣将我们联系在一起。∞

We're sort of like two planets in our own orbits that every so often intersect each other. There's a bond there that will last as long as we both live.

我们就像两个行星，在各自的轨道上运行，时不时会互相交汇。那里有一种纽带，只要我们活着，它就会持续存在。

In 1996, the year Apple celebrated its twentieth anniversary, Steve recalled how a teen hobby building computers turned into a business.

1996 年，Apple 庆祝成立二十周年，史蒂夫回忆起一个青少年爱好者如何将建造电脑变成一项事业。

The reason we [Woz and I] built a computer was that we wanted one, and we couldn't afford to buy one. They were thousands of dollars at that time. We were just two teenagers. We started trying to build them and scrounging parts around Silicon Valley where we could.

我们（沃兹和我）制造计算机的原因是我们想要一台，但我们买不起。当时它们价值数千美元。我们只是两个十几岁的少年。我们开始尝试制造它们，并在硅谷四处搜寻零件。

After a few attempts, we managed to put together something that was the Apple I. All of our friends wanted them, too. They wanted to build them. It turned out that it took maybe fifty hours to build one of these things by hand.

经过几次尝试，我们设法拼凑出 Apple I。我们的朋友也都想要它们。他们想制造它们。事实证明，手工制作其中一个东西可能需要五十个小时。

It was taking up all of our spare time because our friends were not that skilled at building them, so Woz and I were building them for them.

这占据了我们所有的空闲时间，因为我们的朋友并不擅长制造它们，所以沃兹和我为他们制造。

We thought if we could just get what's called a printed circuit board, where you could just plug in the parts instead of having to hand-wire the whole thing, we could cut the assembly time down from maybe fifty hours to more like an hour.

我们想，如果我们能得到一块印刷电路板，你只需将零件插入其中，而无需手工接线整个东西，我们就能将装配时间从大约五十个小时缩短到一个小时左右。

Woz sold his HP calculator, and I sold my VW Microbus, and we got enough money together to pay someone to design one of these printed circuit boards for us.

沃兹卖掉了他的惠普计算器，我卖掉了我的大众微型巴士，我们凑了足够的钱付给某人，让他为我们设计了其中一块印刷电路板。

Our goal was to just sell them as raw printed circuit boards to our friends and make enough money to recoup our calculator and transportation.

我们的目标只是将它们作为原始印刷电路板卖给我们的朋友，并赚取足够的钱来收回我们的计算器和交通工具。

What happened was that one of the early computer [stores], in fact, the first computer store in the world, which was in Mountain View at the time, said, “Well, I’ll take fifty of these computers, but I want them fully assembled.” Which was a twist that we’d never thought of.

发生的事情是，当时世界上第一家电脑商店，位于山景城的其中一家早期电脑[商店]说：“好吧，我要五十台这样的电脑，但我要它们组装好。”这是我们从未想过的转折点。

We went and bought the parts to build one hundred computers. We built fifty of them and delivered them. We got paid in cash and ran back and paid the people that sold us parts.

我们去购买了零件来组装一百台电脑。我们组装了五十台并交付了它们。我们收到了现金并跑回去付钱给卖给我们零件的人。

Then we had the classic Marxian profit realization crisis, which was our profit wasn’t liquid—it was in fifty computers sitting on the floor.

然后我们遇到了经典的马克思主义利润实现危机，即我们的利润不是流动的——它在五十台电脑中，摆放在地板上。

We decided we had to start learning about sales and distribution so that we could sell the fifty computers and get back our money. That’s how we got in the business.

我们决定必须开始学习销售和分销，以便我们可以卖掉这五十台电脑并收回我们的钱。这就是我们进入这个行业的方式。

We took our idea [for the computer] to a few companies, one where Woz worked [Hewlett-Packard] and one where I worked at the time [Atari]. Neither one was interested in pursuing it, so we started our own company.

我们将我们的[电脑]想法带给了几家公司，其中一家是 Woz 工作的公司[惠普]，另一家是我当时工作的地方[雅达利]。这两家公司都没有兴趣继续下去，所以我们创办了自己的公司。



At work on an Apple I, 1976.

1976 年，在 Apple I 上工作。



A briefcase that Steve kept in his office.

史蒂夫放在办公室里的一个公文包。



Inside was a custom Apple I setup.

里面是一个定制的 Apple I 设置。



Steve demonstrates the Apple II prototype, 1977.

史蒂夫演示 Apple II 原型机，1977 年。

Interview with The New Yorker

与《纽约客》的访谈

“It’s a domesticated computer.”

“这是一种家用电脑。”

Steve’s first appearance in a national publication came in a 1977 issue of The New Yorker. The magazine sent a reporter to the First Annual Personal Computing Expo, held in the New York Coliseum. Most people at the time had never seen a personal computer.

史蒂夫首次出现在全国性出版物上是在 1977 年的《纽约客》杂志上。该杂志派了一名记者参加在纽约体育馆举行的第一届年度个人电脑博览会。当时大多数人从未见过个人电脑。

At a booth marked “Apple Computer, Inc.,” we paused to chat with the young man in charge, who introduced himself as Steven Jobs, the company’s vice-president for operations. Mr. Jobs was pleased at the turnout for the exhibition.

在标有“Apple Computer, Inc.”的展位，我们停下来与负责的年轻人聊了聊，他自我介绍是史蒂文·乔布斯，该公司的运营副总裁。乔布斯先生对展览的出席率感到满意。

“I wish we’d had these personal machines when I was growing up,” he said. “People have been hearing all sorts of things about computers during the past ten years through the media. Supposedly, computers have been controlling various aspects of their lives.

“我希望在我成长的过程中能有这些个人电脑，”他说。“在过去的十年里，人们通过媒体听说了各种有关电脑的事情。据称，电脑一直在控制他们生活的各个方面。

Yet in spite of that, most adults have no idea of what a computer really is, of what it can or can’t do.

尽管如此，大多数成年人并不知道电脑到底是什么，它能做什么或不能做什么。

“Now, for the first time, people can actually buy a computer for the price of a good stereo, interact with it, and find out all about it. It’s analogous to taking apart 1955 Chevys. Or consider the camera.

“现在，人们第一次可以花买一台好音响的价格买到一台电脑，与之互动，并全面了解它。这类似于拆卸 1955 年的雪佛兰汽车。或者考虑一下相机。

There are thousands of people across the country taking photography courses. They'll never be professional photographers. They just want to understand what the photographic process is all about. Same with computers.

全国有成千上万的人参加摄影课程。他们永远不会成为专业摄影师。他们只是想了解摄影过程的全部内容。计算机也是如此。

“We started a little personal-computer manufacturing company in a garage in Los Altos in 1976. Now we're the largest personal-computer company in the world. We make what we think of as the Rolls-Royce of personal computers. It's a domesticated computer.

“1976 年，我们在洛斯阿尔托斯的一个车库里创办了一家小型个人计算机制造公司。现在，我们已成为全球最大的个人计算机公司。我们制造我们认为是个人计算机中的劳斯莱斯。这是一台家用计算机。

People expect blinking lights, but what they find is that it looks like a portable typewriter, which, connected to a suitable readout screen, is able to display in color.

人们期待闪烁的灯光，但他们发现它看起来像一台便携式打字机，连接到合适的读出屏幕后，能够以彩色显示。

“There's a feedback it gives to people, and the enthusiasm of the users is tremendous. We're always asked what it can do, and it can do many things, but in my opinion the real thing it is doing right now is to teach people how to program the computer.”

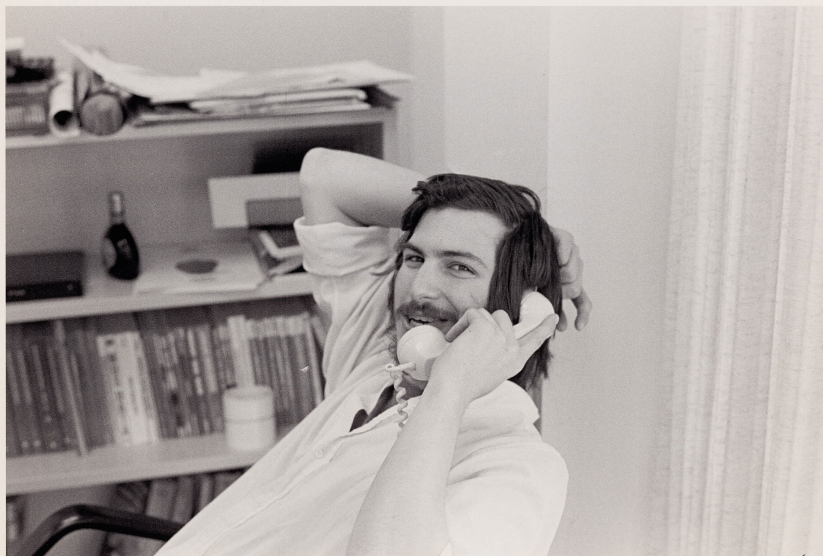
“它给人一种反馈，用户的热情非常高。我们经常被问到它能做什么，它能做很多事情，但在我看来，它现在正在做的事情是教人们如何对计算机进行编程。”

Recalling Mr. Jobs' wish that he had had such machines when he was growing up, we asked him if he would mind telling us his age.

我们回想起乔布斯先生希望自己成长过程中有这样的机器，于是问他是否介意告诉我们他的年龄。

“Twenty-two,” Mr. Jobs said.

“二十二岁，”乔布斯先生说。

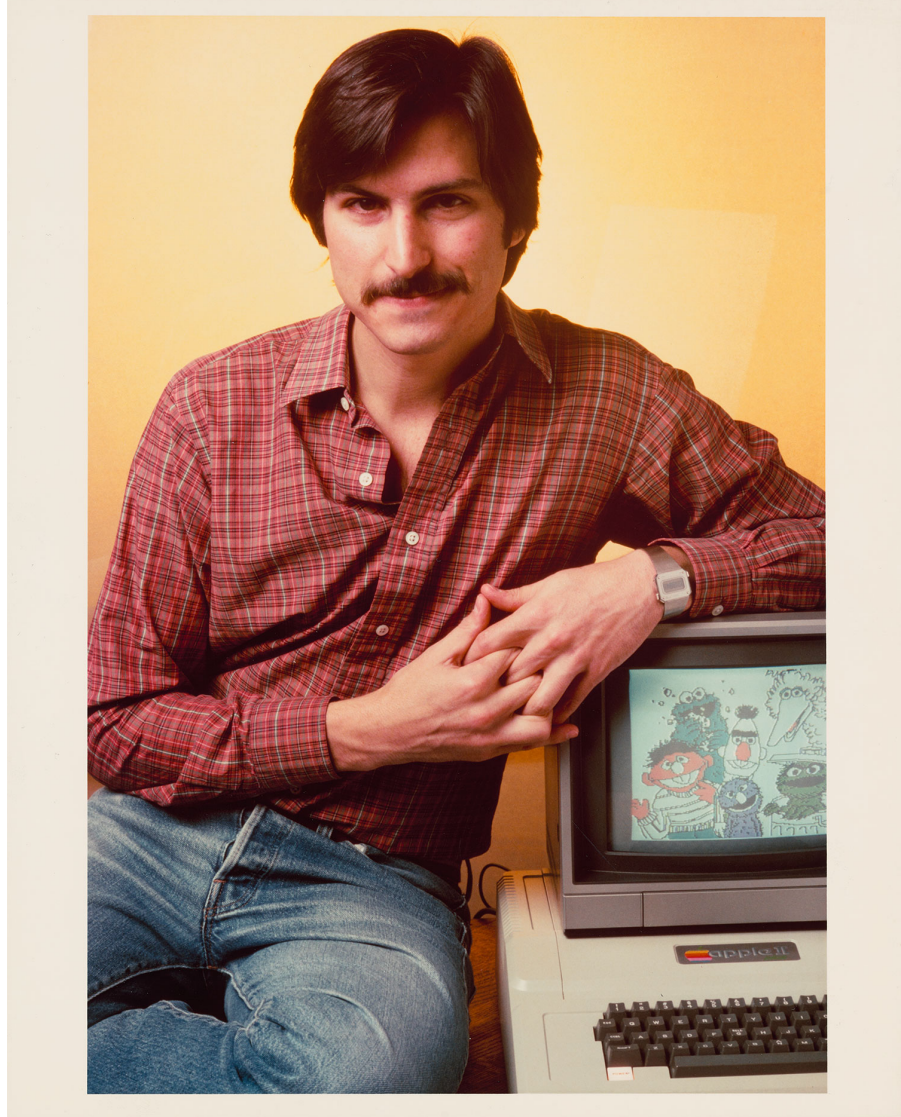


Negotiating 3

Bill/Steve 77

Apple outgrew its headquarters twice in 1977.

1977年，苹果公司总部扩建了两次。



With the Apple II in 1981, the year IBM introduced its PC.

1981年推出 Apple II , 同年 IBM 推出了其 PC。



Steve was an avid photographer.

史蒂夫是一位狂热的摄影师。



He set up his bike in Apple's lobby for design inspiration.

他把自己的自行车放在 *Apple* 的大堂里以获得设计灵感。

Speech at the International Design Conference in Aspen

在阿斯彭国际设计大会上的演讲

“Computers and society are out on a first date.”

“计算机和社会正在进行第一次约会。”

Steve spoke to designers at this annual gathering in Aspen, Colorado, on June 15, 1983, five months after Apple introduced the Lisa computer.

1983年6月15日，在Apple推出Lisa电脑五个月后，史蒂夫在科罗拉多州阿斯彭举行的年度聚会上向设计师发表了讲话。

How many of you are over thirty-six years old? You were born pre-computer. Computers are thirty-six years old. I think there's going to be a little slice in the timeline of history as we look back, a pretty meaningful slice right there.

你们当中有多少人年龄超过36岁？你们出生于计算机出现之前。计算机已经36岁了。我认为当我们回顾历史时，时间线上会出现一个小小的片段，那是一个非常有意义的片段。

A lot of you are products of the television generation. I'm pretty much a product of the television generation, but to some extent starting to be a product of the computer generation.

你们中的许多人是电视一代的产物。我基本上是电视一代的产物，但在某种程度上开始成为计算机一代的产物。

But the kids growing up now are definitely products of the computer generation, and in their lifetimes the computer will become the predominant medium of communication, just as the television took over from the radio, took over from even the book.

但现在成长起来的孩子们绝对是计算机一代的产物，在他们的有生之年，计算机将成为主要的交流媒介，就像电视取代了收音机，甚至取代了书籍一样。

How many of you own an Apple? Any? Or just any personal computer?

你们当中有多少人拥有Apple电脑？任何？或者只是任何个人电脑？

Uh-oh.

哦哦。

How many of you have used one, or seen one, or anything like that?
Good. ∞

你们当中有多少人使用过、见过或类似的东西？好。∞

Computers are really dumb. They're exceptionally simple, but they're really fast. The raw instructions that we have to feed these little microprocessors—or even these giant Cray-1 supercomputers—are the most trivial of instructions.

计算机真的非常愚蠢。它们极其简单，但它们真的很快。我们必须向这些微型微处理器（甚至这些巨大的 Cray-1 超级计算机）提供的原始指令是最简单的指令。

They get some data from there, get a number from here, add two numbers together, and test to see if it's bigger than zero. It's the most mundane thing you could ever imagine.

它们从那里获取一些数据，从这里获取一个数字，将两个数字相加，然后测试它是否大于零。这是你能想象到的最平凡的事情。

But here's the key thing: let's say I could move a hundred times faster than anyone in here. In the blink of your eye, I could run out there, grab a bouquet of fresh spring flowers, run back in here, and snap my fingers. You would all think I was a magician.

但关键在于：假设我能比这里任何人都快一百倍。在你们眨眼之间，我就能跑出去，摘一束新鲜的春花，跑回来，打个响指。你们都会认为我是一个魔术师。

And yet I would basically be doing a series of really simple instructions: running out there, grabbing some flowers, running back, snapping my fingers. But I could just do them so fast that you would think that there was something magical going on.

然而，我基本上只是做了一系列非常简单的指令：跑出去，摘一些花，跑回来，打个响指。但我可以非常快地完成它们，以至于你会认为发生了某种神奇的事情。

And it's the exact same way with a computer. It can do about a million instructions per second. And so we tend to think there's something magical going on, when in reality, it's just a series of simple instructions. ∞

计算机也是完全一样的。它每秒可以执行大约一百万条指令。因此我

们倾向于认为发生了某种神奇的事情，但实际上，它只是一系列简单的指令。✂

One of the reasons I'm here is because I need your help. If you've looked at computers, they look like garbage. All the great product designers are off designing automobiles or buildings. But hardly any of them are designing computers.

我来这里的原因之一是因为我需要你们的帮助。如果你看过电脑，它们看起来就像垃圾。所有伟大的产品设计师都去设计汽车或建筑了。但几乎没有人设计电脑。

If we take a look, we're going to sell 3 million computers this year, 10 million in '86, whether they look like a piece of shit or they look great. People are just going to suck this stuff up so fast no matter what it looks like.

如果我们看看，今年我们将卖出 300 万台电脑，86 年卖出 1000 万台，无论它们看起来像一堆狗屎还是非常棒。人们都会很快地抢购这些东西，无论它们看起来如何。

And it doesn't cost any more money to make them look great. They are going to be these new objects that are going to be in everyone's working environment, everyone's educational environment, and everyone's home environment.

而且让它们看起来很棒并不需要花费更多钱。它们将成为每个人工作环境、教育环境和家庭环境中的新物品。

We have a shot [at] putting a great object there—and if we don't, we're going to put one more piece-of-junk object there.

我们有机会在那里放置一个很棒的物品——如果我们不这样做，我们就会在那里放置另一个垃圾物品。

By '86, '87, pick a year, people are going to spend more time interacting with these machines than they do interacting with automobiles today. People are going to be spending two, three hours a day interacting with these machines—longer than they spend in the car.

到 86 年、87 年，随便选一年，人们与这些机器的互动时间将超过他们今天与汽车的互动时间。人们每天将花费两三个小时与这些机器互动——比他们在汽车中花费的时间还要长。

And so the industrial design, the software design, and how people interact with these things certainly must be given the consideration that we give automobiles today—if not a lot more.

因此，工业设计、软件设计以及人们如何与这些事物互动当然必须得到我们今天给予汽车的考虑——甚至更多。

If you take a look, what we've got is a situation where most automobiles are not being designed in the United States. Televisions? Audio electronics? Watches, cameras, bicycles, calculators, you name it: most of the objects of our lives are not designed in America. We've blown it.

如果你看看，我们所处的情况是，大多数汽车都不是在美国设计的。电视机？音响电子产品？手表、相机、自行车、计算器，不一而足：我们生活中大多数物品都不是在美国设计的。我们搞砸了。

We've blown it from an industrial point of view because we've lost the markets to foreign competitors. We've also blown it from a design point of view.

从工业的角度来看，我们搞砸了，因为我们已经将市场拱手让给了外国竞争对手。我们也从设计的角度搞砸了。

And I think we have a chance with this new computing technology meeting people in the eighties—the fact that computers and society are out on a first date in the eighties.

我认为，我们有机会让这项新计算技术在 80 年代与人们见面——计算机和社会在 80 年代进行第一次约会的事实。

We have a chance to make these things beautiful, and we have a chance to communicate something through the design of the objects themselves. ∞

我们有机会让这些东西变得美观，我们有机会通过物品本身的设计来传达一些东西。∞

When I was going to school, I had a few great teachers and a lot of mediocre teachers. And the thing that probably kept me out of jail was the books. I could go and read what Aristotle or Plato wrote without an intermediary in the way. And a book was a phenomenal thing.

在我上学的时候，我遇到过几位很棒的老师，也遇到过很多平庸的老师。而让我远离监狱的可能就是书籍。我可以去阅读亚里士多德或柏拉图的作品，而无需中间人。书是一件了不起的东西。

It got right from the source to the destination without anything in the middle.

它可以直接从源头传送到目的地，中间没有任何东西。

The problem was, you can't ask Aristotle a question.

问题是，你无法向亚里士多德提问。

And I think, as we look towards the next fifty to one hundred years, if we really can come up with these machines that can capture an underlying spirit, or an underlying set of principles, or an underlying way of looking at the world, then, when the next Aristotle comes around, maybe if he carries around one of these machines with him his whole life—his or her whole life—and types in all this stuff, then maybe someday, after this person's dead and gone, we can ask this machine, “Hey, what would Aristotle have said?”

我想，当我们展望未来五十年到一百年时，如果我们真的能发明出能够捕捉潜在精神、潜在原则集或潜在世界观的机器，那么，当下一个亚里士多德出现时，也许他或她一生都会随身携带其中一台机器，并将所有东西输入其中，那么也许有一天，在这个人去世之后，我们可以问这台机器，“嘿，亚里士多德会怎么说？”

What about this?” And maybe we won't get the right answer, but maybe we will. And that's really exciting to me. And that's one of the reasons I'm doing what I'm doing.

对此有何看法？”也许我们无法得到正确的答案，但也许可以。这对我来说真的令人兴奋。这也是我做这件事的原因之一。

So, what do you want to talk about?

那么，你想谈论什么？

Steve answered questions at two conference sessions.

史蒂夫在两次会议上回答了问题。

How are these computers all going to work together? They're

probably going to work together a lot like people do. Sometimes they're going to work together really well, and other times they're not going to work together so well. ✕

这些计算机将如何协同工作？它们可能会像人一样协同工作。有时它们会很好地协同工作，而有时则不会很好地协同工作。✕

What's happened, there's been a few installations where people have hooked these things together. The one installation that stands out is at Xerox Palo Alto Research Center, or PARC, for short.

已经发生了一些安装，人们将这些东西连接在一起。其中一个突出的安装在施乐帕罗奥多研究中心，简称 PARC。

And they hooked about a hundred computers together on what's called a local area network, which is just a cable that carries all this information back and forth. [...]

他们通过一个称为局域网的网络将大约一百台计算机连接在一起，局域网只是一根来回传输所有这些信息的电缆。[...]

Then an interesting thing happened. There were twenty people interested in volleyball. So a volleyball distribution list evolved, and then, when the volleyball game next week was changed, you'd write a quick memo and send it to the volleyball distribution list.

然后发生了一件有趣的事情。有二十个人对排球感兴趣。因此，排球邮件列表应运而生，然后，当下一周的排球比赛发生变化时，您会写一份快速备忘录并将其发送到排球邮件列表。

Then there was a Chinese food cooking list. And before long, there were more lists than people.

然后有一个中国菜烹饪列表。不久之后，列表比人还多。

And it was a very, very interesting phenomenon, because I think that that's exactly what's going to happen as we start to tie these things [computers] together: they're going to facilitate communication and facilitate bringing people together in the special interests that they have.

这是一个非常非常有趣的现象，因为我认为这正是当我们开始将这些东西[计算机]联系在一起时会发生的事情：它们将促进交流，并促进人们因共同的特殊兴趣而走到一起。

And we're about five years away from really solving the problems of hooking these computers together in the office. And we're about ten

to fifteen years away from solving the problems of hooking them together in the home.

我们距离真正解决在办公室将这些计算机连接在一起的问题还有大约五年的时间。而我们距离解决在家庭中将它们连接在一起的问题还有大约十到十五年的时间。

A lot of people are working on it, but it's a pretty fierce problem.

很多人正在努力解决这个问题，但这是一个相当棘手的问题。

Now, Apple's strategy is really simple. What we want to do is put an incredibly great computer in a book that you carry around with you, that you can learn how to use in twenty minutes. That's what we want to do. And we want to do it this decade.

现在，苹果的策略非常简单。我们想做的是将一台非常棒的计算机放在你可以随身携带的书中，你可以在二十分钟内学会如何使用它。这就是我们想做的。我们想在本世纪内做到这一点。

And we really want to do it with a radio link in it so you don't have to hook up to anything—you're in communication with all these larger databases and other computers. We don't know how to do that now. It's impossible technically. ∞

我们真的想在其中加入一个无线电连接，这样你就不必连接到任何东西——你就可以与所有这些更大的数据库和其他计算机进行通信。我们现在还不知道如何做到这一点。从技术上讲这是不可能的。∞

We're trying to get away from programming. We've got to get away from programming because people don't want to program computers. People want to use computers. ∞

我们正在尝试摆脱编程。我们必须摆脱编程，因为人们不想对计算机进行编程。人们想使用计算机。∞

We [at Apple] feel that, for some crazy reason, we're in the right place at the right time to put something back.

我们 [在 Apple] 认为，出于某种疯狂的原因，我们正处于正确的时间和正确的地点，可以回馈一些东西。

And what I mean by that is, most of us didn't make the clothes we're wearing, and we didn't cook or grow the food that we eat, and we're speaking a language that was developed by other people, and we use a mathematics that was developed by other people. We are

constantly *taking*.

我的意思是，我们大多数人没有制作我们穿的衣服，也没有烹饪或种植我们吃的食物，我们说的是由其他人开发的语言，我们使用的是由其他人开发的数学。我们一直在索取。

And the ability to *put something back* into the pool of human experience is extremely neat. I think that everyone knows that in the next ten years we have the chance to really do that. And we [will] look back—and while we’re doing it, it’s pretty fun, too—we will look back and say, “God, we were a part of that!” ∞

而回馈人类经验的能力非常棒。我认为每个人都知道，在未来十年，我们有机会真正做到这一点。我们[将]回顾过去——当我们这样做的时候，这也很有趣——我们会回过头来说，“天哪，我们参与其中了！” ∞

We started with nothing. So whenever you start with nothing, you can always shoot for the moon. You have nothing to lose.

我们一无所有地开始。因此，无论何时一无所有地开始，你都可以瞄准月亮。你没有什么可失去的。

And the thing that happens is—when you sort of get something, it’s very easy to go into cover-your-ass mode, and then you become conservative and vote for Ronnie. So what we’re trying to do is to realize the very amazing time that we’re in and not go into that mode. ∞

而发生的事情是——当你得到某样东西时，很容易进入掩护屁股模式，然后你变得保守并投票给罗尼。因此，我们正在尝试做的是意识到我们所处的非常神奇的时代，而不是进入那种模式。 ∞

I can’t tell you why you need a home computer right now. I mean, people ask me, “Why should I buy a computer in my home?”

我现在无法告诉你为什么你需要一台家用电脑。我的意思是，人们问我，“我为什么要在家买一台电脑？”

And I say, “Well, to learn about it, to run some fun simulations. If you’ve got some kids, they should probably know about it in terms of literacy. They can probably get some good educational software, especially if they’re younger.

我说，“嗯，为了学习它，运行一些有趣的模拟。如果你有孩子，他们可能应该在识字方面了解它。他们可能会得到一些好的教育软件，尤其是如果他们还小的话。

“You can hook up to the source and, you know, do whatever you’re

going to do. Meet women, I don't know. But other than that, there's no good reason to buy one for your house right now. But there will be. There will be.” ∞

“你可以连接到源，然后，你知道，做任何你想做的事情。认识女人，我不知道。但除此之外，现在没有理由为你的房子买一台。但会有。会有。” ∞

I don't think finance is what drives people at Apple.

我认为财务并不是推动苹果公司员工的因素。

I don't think it's money, but feeling like you own a piece of the company, and this is your damn company, and if you see something ... We always tell people, “You work for Apple first and your boss second.” We feel pretty strongly about that. ∞

我认为这不是金钱，而是感觉你拥有公司的一部分，而这是你的该死公司，如果你看到某样东西……我们总是告诉人们，“你首先为苹果工作，其次才为你的老板工作。”我们对此感觉非常强烈。 ∞

When you have a million people using something, then that's when creativity really starts to happen on a very rapid scale.

当你有上百万人使用某样东西时，那才是创造力真正开始以非常快的速度发生的时候。

[...] We need some revolutions like [the] Lisa [computer], but we also then need to get millions of units out there and let the world innovate —because the world's pretty good at innovating, we've found.

[...] 我们需要一些像 [丽莎] [电脑] 这样的革命，但我们也需要让数百万台设备流向市场，让世界进行创新——因为我们发现，世界在创新方面做得相当不错。

On the Macintosh

关于 Macintosh

Macintosh was less than a year old—but clearly poised to transform the personal computer industry—when Steve reflected on its significance with reporter David Sheff.

Macintosh 不到一岁——但显然有望改变个人电脑行业——当史蒂夫与记者大卫·谢夫反思其意义时。

One of the things I love is that with Macintosh, you can write memos that are Times Roman or Helvetica, or you can throw in an Old English if you want to have a little fun for a party, you know, for a volleyball announcement.

我喜欢的一件事是，使用 Macintosh，你可以用 Times Roman 或 Helvetica 写备忘录，或者如果你想为聚会增添一点乐趣，你可以用 Old English，你知道的，比如排球公告。

Or you can use a very serious font for something very serious. And you can express yourself.

或者你可以为非常严肃的事情使用非常严肃的字体。你可以表达你自己。

It's sort of like in 1844, the telegraph was invented, and it was an amazing breakthrough in communications. And you actually could send messages from New York to San Francisco in an afternoon.

这有点像 1844 年，电报被发明出来，这是通信领域的一项惊人突破。你实际上可以在一个下午从纽约向旧金山发送消息。

And some people talked about putting a telegraph on every desk in America to improve productivity.

有些人谈论在美国的每张办公桌上都放一台电报机来提高生产力。

But it wouldn't have worked. It wouldn't have worked. And the reason it wouldn't have worked was because you would have had to learn this whole sequence of strange incantations—Morse code in this case, dots and dashes in this case—to use the telegraph.

但它不会奏效。它不会奏效。它不会奏效的原因是您必须学会整套奇

怪的咒语——本例中是摩尔斯电码，本例中是点和破折号——才能使用电报。

And it took about forty hours to learn how to use Morse code. And a majority of people would never have learned how to use Morse code.

学习如何使用摩尔斯电码大约需要四十个小时。大多数人永远不会学会如何使用摩尔斯电码。

So fortunately, in the 1870s, Alexander Graham Bell filed the patents for the telephone—another radical breakthrough in communications that performed basically the same function, but people already knew how to use it.

因此，幸运的是，在 1870 年代，亚历山大·格雷厄姆·贝尔为电话申请了专利——这是通信领域的另一项重大突破，它基本上执行相同的功能，但人们已经知道如何使用它。

The neatest thing about it was that, in addition to allowing you to communicate with just words, it allowed you to sing. It allowed you to intone your words with meaning beyond the simple linguistics.

最妙的是，除了允许您仅用单词进行交流外，它还允许您唱歌。它允许您用超越简单语言学的含义来吟诵您的单词。

We're in the same exact parallel situation today. Some people are saying we need to put an IBM PC on every desk in America to improve productivity. But it won't work. The special incantations you have to learn this time are slash-qz's and things like that.

我们今天正处于完全相同的平行境地。有些人说我们需要在美国的每张办公桌上都放一台 IBM PC 来提高生产力。但这不会奏效。您这次必须学习的特殊咒语是斜杠-qz 之类的东西。

Most people are not going to learn slash-qz's any more than they're going to learn Morse code.

大多数人不会学习斜杠-qz，就像他们不会学习摩尔斯电码一样。

And that's what Macintosh is all about. It's the first "telephone" of our industry. But the neatest thing about it to me is, the same as the telephone to the telegraph, Macintosh lets you sing. It lets you use special fonts.

这就是 Macintosh 的全部意义所在。它是我们行业中的第一部“电话”。但对我来说最棒的一点是，Macintosh 就像电话之于电报一样，

它让你可以歌唱。它让你可以使用特殊字体。

It lets you make drawings and pictures or incorporate other people's drawings or pictures into your documents.

它让你可以绘制图画或图片，或将其他人的图画或图片合并到你的文档中。

Even in business, you're seeing five-page memos get compressed down to a one-page memo because there's a picture to express the key concept. And so we're seeing less paper flying around and more quality of communication.

即使在商业中，你也会看到五页的备忘录被压缩成一页，因为有一张图片可以表达关键概念。因此，我们看到飞来飞去的纸张越来越少，而沟通质量越来越高。

And it's more fun. There's always been this myth that really neat, fun people at home all of [a] sudden get very dull and boring and serious when they come to work, and it's simply not true.

而且它更有趣。一直以来都有这样一个神话，即在家中真正整洁、有趣的人，一旦上班就会突然变得非常沉闷、无聊和严肃，但这根本不是真的。

So if we can again inject that liberal-arts spirit into this very serious realm of business, I think it would be a worthwhile contribution.

因此，如果我们能够再次将这种文科精神注入到非常严肃的商业领域，我认为这将是一个有价值的贡献。



Apple sales conference in Hawaii, 1983.

1983年夏威夷 Apple 销售会议。



STEVE JOBS NY 1983

Outside the IBM offices in New York.

纽约 IBM 办公室外。

Speech to Apple Employees

致苹果员工的演讲

“Was George Orwell right about 1984?”

“乔治·奥威尔对 1984 年的预测是否正确？”

Steve introduced the Macintosh and its iconic commercial, which ran during the 1984 Super Bowl, at an Apple sales meeting in October 1983.

史蒂夫在 1983 年 10 月的 Apple 销售会议上介绍了 Macintosh 及其标志性的广告，该广告在 1984 年超级碗期间播出。

Hi, I'm Steve Jobs.

嗨，我是史蒂夫·乔布斯。

It is 1958. IBM passes up the chance to buy a young, fledgling company that has invented a new technology called xerography. Two years later, Xerox is born. And IBM has been kicking themselves ever since.

那是 1958 年。IBM 放弃了收购一家发明了名为复印术的新技术的新兴年轻公司的机会。两年后，施乐公司诞生了。从那时起，IBM 一直在责备自己。

It is ten years later, the late sixties. Digital Equipment [DEC] and others invent the minicomputer. IBM dismisses the minicomputer as too small to do serious computing, and therefore unimportant to their business.

十年后，即 60 年代末。数字设备公司 [DEC] 和其他公司发明了小型计算机。IBM 认为小型计算机太小，无法进行严肃的计算，因此对他们的业务不重要，便对其不屑一顾。

DEC grows to become a multi-hundred-million-dollar corporation before IBM finally enters the minicomputer market.

在 IBM 最终进入小型计算机市场之前，DEC 已经发展成为一家价值数亿美元的公司。

It is now ten years later, the late seventies. In 1977, Apple, a young, fledgling company on the West Coast, invents the Apple II, the first personal computer as we know it today.

现在是十年后，即 70 年代末。1977 年，西海岸一家新兴的年轻公司 Apple 发明了 Apple II，即我们今天所知的首款个人电脑。

IBM dismisses the personal computer as too small to do serious computing and unimportant to their business.

IBM 认为个人计算机太小，无法进行严肃的计算，对他们的业务不重要，便对其不屑一顾。

The early eighties, '81. Apple II has become the world's most popular computer. Apple has grown to a \$300 million company, becoming the fastest-growing corporation in American business history, with over fifty competitors vying for a share.

80 年代初，1981 年。Apple II 已成为全球最受欢迎的计算机。Apple 已发展成为一家价值 3 亿美元的公司，成为美国商业史上发展最快的公司，有超过 50 家竞争对手争夺市场份额。

IBM enters the personal-computer market in November '81 with the IBM PC.

IBM 于 1981 年 11 月凭借 IBM PC 进入个人计算机市场。

1983. Apple and IBM emerge as the industry's strongest competitors, each selling approximately one billion dollars' worth of personal computers in 1983. Each will invest greater than \$50 million for R&D and another \$50 million for television advertising in 1984, totaling almost one quarter of a billion dollars combined.

1983 年，苹果和 IBM 成为业内最强大的竞争对手，每家公司在 1983 年售出的个人电脑价值约为 10 亿美元。每家公司将在 1984 年分别投资超过 5000 万美元用于研发，再投资 5000 万美元用于电视广告，总计将近 2.5 亿美元。

The shakeout is in full swing. The first major firm goes bankrupt, with others teetering on the brink. Total industry losses for '83 outshadow even the combined profits of Apple and IBM for personal computers.

洗牌正在全面展开。第一家大公司破产，其他公司也摇摇欲坠。1983 年的行业总亏损甚至超过了苹果和 IBM 在个人电脑上的利润总和。

It is now 1984. It appears IBM wants it all. Apple is perceived to be the only hope to offer IBM a run for its money. Dealers initially welcoming IBM with open arms now fear an IBM-dominated and controlled future.

现在是 1984 年。IBM 看起来想要独霸天下。苹果被认为是唯一有希望与 IBM 一较高下的公司。经销商最初热情欢迎 IBM，现在却害怕 IBM 主导和控制的未来。

They are increasingly and desperately turning back to Apple as the only force that can ensure their future freedom.

他们越来越绝望地转向苹果，将其视为唯一能够确保他们未来自由的力量。

IBM wants it all, and is aiming its guns on its last obstacle to industry control: Apple. Will Big Blue dominate the entire computer industry? [Audience: No!] The entire information age? [Audience: No!] Was George Orwell right about 1984?

IBM 想独霸天下，并瞄准了其行业控制的最后一个障碍：苹果。蓝色巨人会主导整个计算机行业吗？[听众：不！] 整个信息时代呢？[听众：不！] 乔治·奥威尔对 1984 年的预测是对的吗？

[Steve runs the “1984” commercial. Directed by Ridley Scott, the ad depicts a dystopian, Orwellian world. In one scene, people dressed in gray, their heads shaved, sit expressionless in front of a large screen on which a dictator drones nonsense.

[史蒂夫播放“1984”广告。该广告由雷德利·斯科特执导，描绘了一个反乌托邦的奥威尔式世界。在一个场景中，身穿灰色衣服、剃光头的人们面无表情地坐在一个大屏幕前，独裁者在屏幕上喋喋不休地说着废话。

A woman in bright red running shorts and a Macintosh shirt bursts into the room. She hurls a hammer at the screen, destroying it. The commercial ends with a promise: “On January 24th, Apple Computer will introduce Macintosh.

一个身穿鲜红色短跑裤和一件 Macintosh 衬衫的女子冲进房间。她用锤子砸向屏幕，将其摧毁。广告最后承诺：“1月 24 日，苹果电脑公司将推出 Macintosh。

And you’ll see why 1984 won’t be like ‘1984.’”]

你将看到 1984 年不会像‘1984 年’一样”。]

[There is tumultuous applause and shouting from the audience; once it dies down, Steve resumes.] That ad is going to run one week before Macintosh is introduced. And our ad agency that put it together is here today, Chiat/Day. Jay Chiat is here, the principal. Lee Clow and

Steve Hayden, [who] wrote the copy and did the creative, are also here.

[观众席上响起热烈的掌声和欢呼声；掌声平息后，史蒂夫继续说道。]该广告将在 Macintosh 发布前一周播出。而负责制作该广告的广告代理公司 Chiat/Day 今天也在场。杰伊·切特在这里，他是负责人。撰写文案并进行创意设计的李·克洛和史蒂夫·海登也在场。

You might—I guess they just heard what you thought.

你们可能——我想他们刚刚听到了你们的想法。



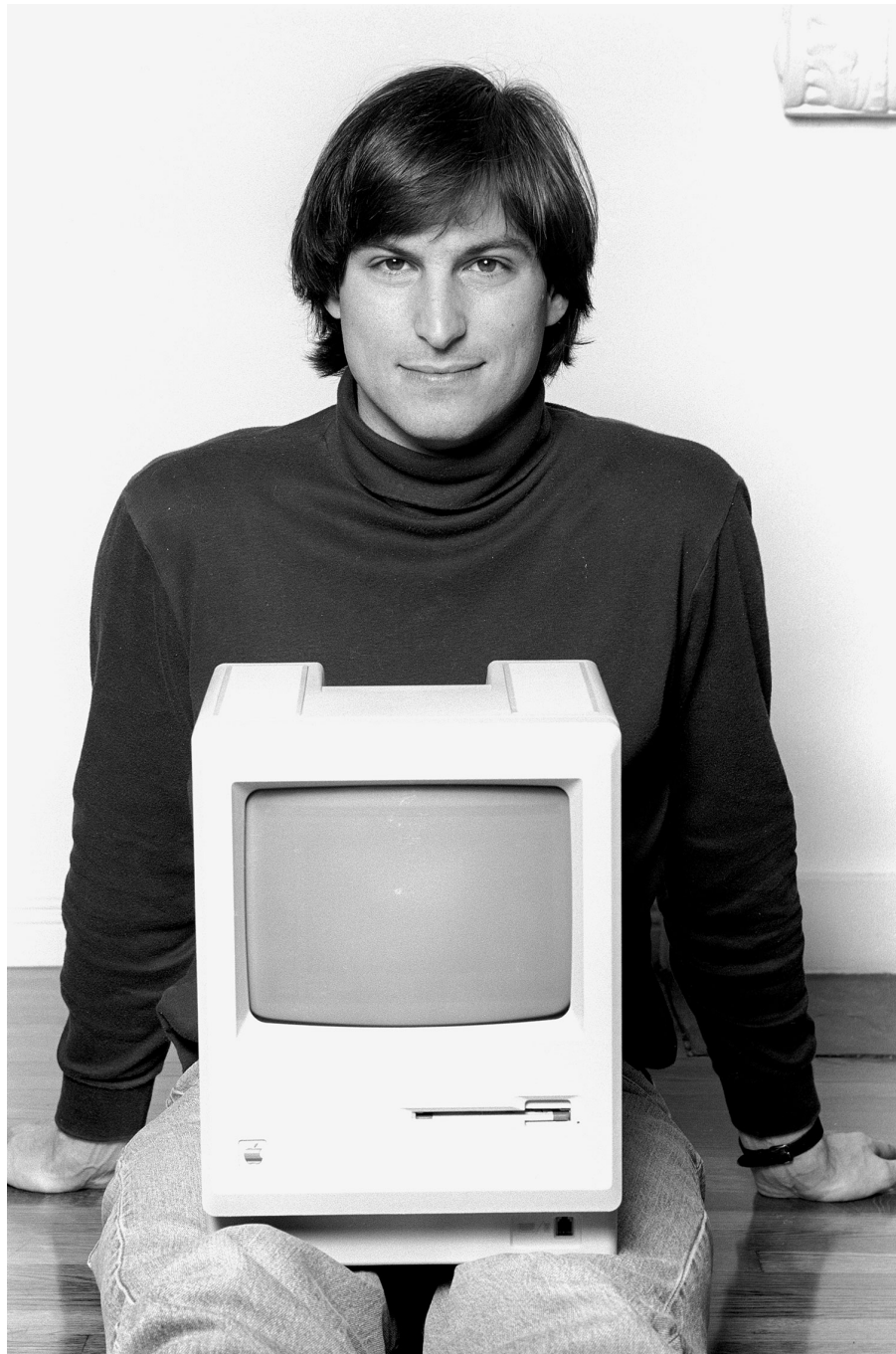
Enjoying a rare break before the Macintosh release.

在 Macintosh 发布前享受难得的休息时间。



Exhausted after a sales conference in New Orleans, 1984.

1984年，在新奥尔良参加完销售会议后筋疲力尽。



Steve's 1984 shoot for Time at his Woodside home.

史蒂夫在伍德赛德的家中为《时代》杂志拍摄 1984 年的照片。



STEVE J. 0, 1977

Pausing to watch a Macintosh in action.

停下来观看正在运行的 Macintosh。

Interview with Michael Moritz

采访迈克尔·莫里茨

“Your aesthetics get better as you make mistakes.”

“随着你犯错，你的审美会变得更好。”

Steve and Michael Moritz, a reporter who would soon switch careers and become a venture capitalist, spoke at Steve's office at Apple in May 1984. They covered a wide range of topics, including Steve's thoughts on product design.

1984年5月，史蒂夫和迈克尔·莫里茨在苹果公司的办公室里交谈，后者是一位记者，不久后便会转行成为一名风险投资家。他们讨论了广泛的话题，包括史蒂夫对产品设计的看法。

Steve Jobs: I went around and looked at Cuisinarts when we were designing Mac. It was like my Cuisinart week.

史蒂夫·乔布斯：在设计 Mac 时，我四处走动，观察了 Cuisinart。那就像是我的 Cuisinart 周。

Michael Moritz: But no other particular products [influenced you]? Say, from the late seventies or something.

迈克尔·莫里茨：但没有其他特定产品 [影响了你] 吗？比如说，来自七十年代末或其他什么东西。

SJ: Well, we're around automobiles our whole lives. I've never been a car guy, but I've always loved Volkswagen Beetles. I've always loved Volkswagen vans, actually, too.

SJ：嗯，我们一生都在接触汽车。我从来都不是一个汽车迷，但我一直都很喜欢大众甲壳虫。实际上，我一直都很喜欢大众面包车。

Just a bunch of little things: wine labels, paintings in galleries. Just simple things. Not anything real profound, just lots and lots of little things. I don't think my taste in aesthetics is that much different than a lot of other people's.

只是一些小东西：酒标、画廊里的画作。只是简单的东西。没有什么真正深刻的东西，只是很多很多的小东西。我认为我的审美品味与许多人并没有太大不同。

The difference is that I just get to be really stubborn about making things as good as we all know they can be. That's the only difference.

不同之处在于，我能够非常固执地将事情做到我们都知道的最好。这就是唯一的区别。

MM: Yeah, I think you're being modest.

MM：是的，我认为你太谦虚了。

SJ: Well, things get more refined as you make mistakes. I've had a chance to make a lot of mistakes. Your aesthetics get better as you make mistakes.

But the real big thing is: if you're going to make something, it doesn't take any more energy—and rarely does it take more money—to make it really great. All it takes is a little more time. Not that much more.

And a willingness to do so, a willingness to persevere until it's really great.

SJ：嗯，当你犯错时，事情会变得更加精致。我有机会犯很多错误。当你犯错时，你的审美会变得更好。

但真正重要的事情是：如果你要创造一些东西，那么让它变得非常棒并不需要更多的精力——而且很少需要更多的钱。它只需要更多一点时间。并没有多很多。

以及这样做的意愿，一种坚持不懈直到它真正变得很棒的意愿。

But aesthetics? I think aesthetics are a lot like singing. Joanie [Baez] has a beautiful voice, but the reason her voice is beautiful isn't because her voice is just beautiful. It's because she has an incredibly good ear.

She can listen to somebody speak for thirty seconds and imitate their voice almost perfectly. Her ear is superb. And I think, in the same way, good aesthetics result from just your eye. An instinct of what you see, not so much what you do.

但审美呢？我认为审美很像唱歌。琼妮[贝兹]有一个美妙的声音，但她的声音之所以美妙并不是因为她的声音本身就美妙。而是因为她有一双非常好的耳朵。

她可以听某人说话三十秒，然后几乎完美地模仿他们的声音。她的耳

朵非常棒。我认为，同样地，良好的审美仅仅源于你的眼睛。一种你所看到的东西的本能，而不是你所做的事情。

✂

SJ: I want to build products that are inherently smaller than any of the products on the market today. And when you make things smaller, you have the ability to make them more precisely. Obviously, a perfect example of that is a watch.

It's beautiful, but the precision has to be the scale of the object itself, and so you make it very precise. And as our products get smaller, we have the opportunity to do that. So, obviously, I would like everything to be smaller.

SJ: 我想制造出比当今市场上任何产品都小得多的产品。当你把东西做小的时候，你就有能力让它们更精确。显然，一个完美的例子就是手表。

很漂亮，但精度必须是物体本身的比例，因此您要使其非常精确。随着我们的产品变得更小，我们有机会做到这一点。所以，显然，我希望一切都能更小。

I also think that it's really nice to be able to carry products around. Even if they're not portable, it's very nice to be able to have a handle on them that says, "Pick me up and move me when you want to change where I am." Carry them from room to room, or from office to office.

Lisa's too heavy to carry from office to office, or room to room, or home on the weekends.

So the question is, "How do we find a way to package that same functionality into something that we can carry around with us and that is smaller, obviously—and be able to express the form of that more precisely?" That's where we're going in the future, those directions.

我还认为能够携带产品真的很好。即使它们不是便携式的，能够有一个手柄来说“拿起我，想让我在哪儿就在哪儿”也是非常好的。从一个房间带到另一个房间，或从一个办公室带到另一个办公室。

Lisa 太重了，无法从办公室带到办公室，或从一个房间带到另一个房间，或在周末带回家。

所以问题是，“我们如何找到一种方法，将同样的功能打包到我们可以随身携带的东西中，而且显然更小——并能够更精确地表达这种形

式？”这就是我们未来的发展方向。

✂

MM: What are the uglier, offensive designs of products, or are there just too many to list?

MM：哪些产品的设计更丑、更令人反感，或者说太多了，无法一一列举？

SJ: Yeah—pick any car before three years ago, you know? Pick most cars today. Anything. Just look around the room. Tables, chairs: all ugly. You can ask me, what am I doing in this office? But anyway, most things are not very nice.

SJ：是的——选一辆三年前的任何汽车，您知道吗？选一辆当今的大多数汽车。任何东西。环顾四周。桌子、椅子：都很丑。您可以问我，我在这个办公室里做什么？但无论如何，大多数东西都不太好。

The telephone's a perfect example. The only telephone that's ever been any good is the original one and the Trimline. The Trimline is the only decent one. What they've done to the new stuff is just garbage. ✂

电话就是一个完美的例子。唯一好用的电话就是最初的电话和 Trimline。Trimline 是唯一像样的电话。他们对新产品所做的一切都是垃圾。✂

SJ: [At Apple] we're just getting simpler and simpler and simpler. Very, very simple. Simple. ✂

SJ：[在 Apple] 我们只是变得越来越简单。非常、非常简单。简单。✂

SJ: Have you ever seen HP's buildings over on Page Mill Road, the original ones? They're really neat. They've got these scalloped roofs, and they face the glass north, and you can actually put solar collectors on them, if you wanted to. They stick out.

In a building, they make a whole glass wall. And so people work down there, and they get tons of natural light coming in. Just tons.

SJ：你有没有见过惠普在 Page Mill Road 上的原始建筑？它们真的很棒。它们有这些扇贝状的屋顶，朝北的玻璃幕墙，如果你想的话，你实际上可以在上面安装太阳能收集器。它们很突出。

在建筑物中，它们构成了一整面玻璃墙。因此，人们在那里工作，他们会获得大量自然光。大量。

The problem with these buildings [at Apple] is there's no light. I mean, you spend five minutes outside, and you walk in here, it's really dark, and you can't see anything. And we're all sort of like living in these little tiny caverns.

这些建筑物 [在 Apple] 的问题是没有光线。我的意思是，你在外面待五分钟，然后走进来，这里真的很暗，你什么也看不见。我们都像生活在这些狭小的洞穴里。

I just want a ton of natural light. ∞

我只想要大量自然光。∞<

MM: Was all the stuff about Big Brother [in the “1984” commercial] very conscious of the IBM stuff, or was that something that outsiders quickly interpreted, and you guys weren't exactly going to—

MM：关于老大哥的所有内容 [在“1984”广告中] 是否非常清楚地意识到了 IBM 的内容，或者那是局外人快速解读的内容，而你们并不打算——

SJ: Deny it?

SJ：否认它？

MM: Deny it.

MM：否认它。

SJ: Well, the best response to that was the response given, I think, in *Fortune*, which was, “If seeing Big Brother in 1984 connotes IBM to a large number of people, that says more about IBM's image problem than our intentions.”

SJ：嗯，对此最好的回应是《财富》给出的回应，我认为是，“如果在 1984 年看到老大哥让人们联想到 IBM，那说明 IBM 的形象问题比我们的意图更严重。”

In truth: of course, we saw the analogy. And I think that we were saying two things.

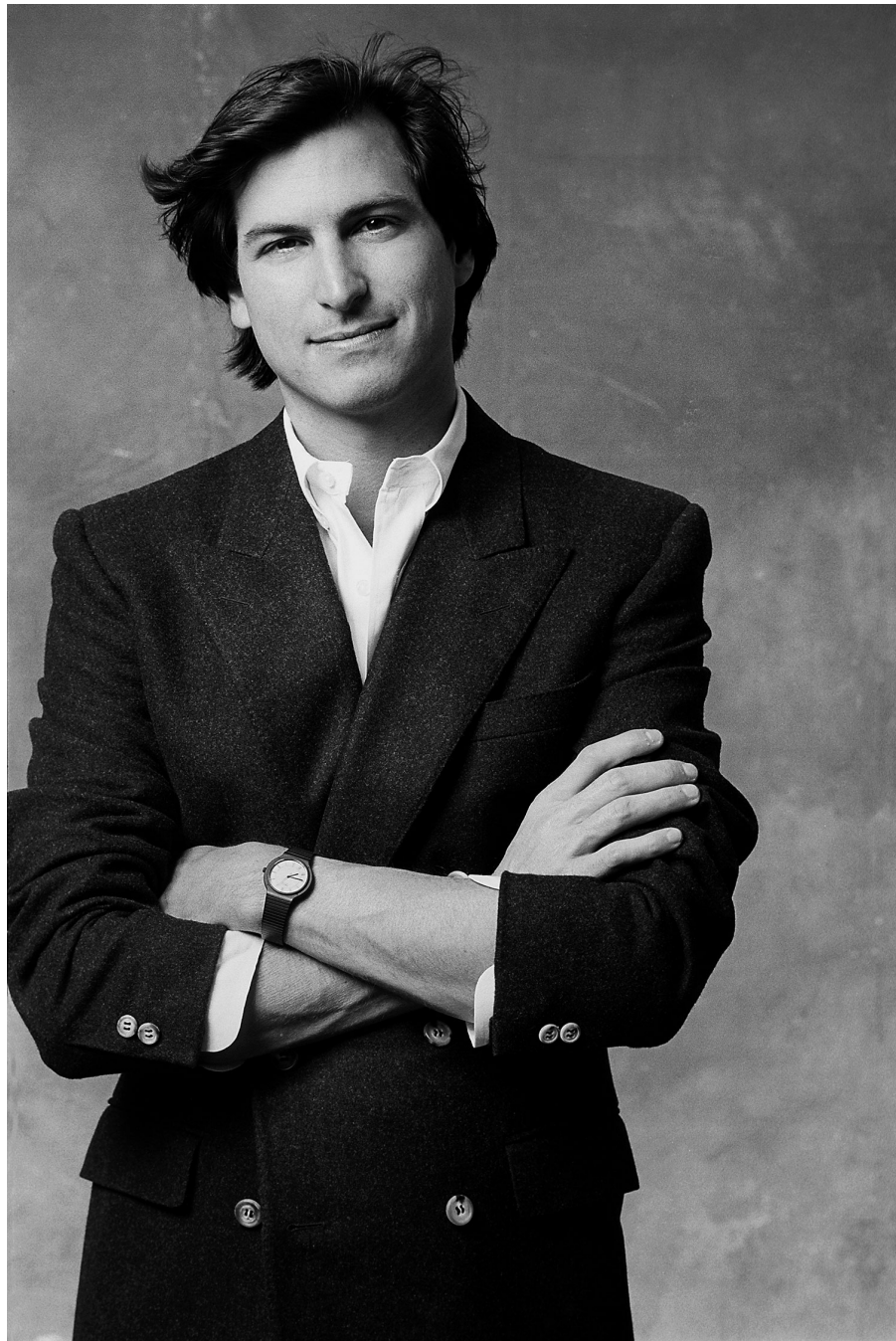
事实上：当然，我们看到了类比。我认为我们说了两件事。

I think the first thing we were saying was, this image of computers as sort of a centralized group of people having control of very powerful machines to keep track of us, that iconic fear in our minds—we were commenting on that cultural fear that we have.

我认为我们说出的第一件事是，计算机作为一群人控制非常强大的机器来追踪我们的形象，这种标志性的恐惧存在于我们的脑海中——我们正在评论我们所具有的这种文化恐惧。

And of course, one couldn't—you'd have to be an idiot not to see the parallels to IBM.

当然，你必须是个白痴才能看不到与 IBM 的相似之处。



Under his double-breasted suit coat, Steve wore jeans.

史蒂夫在双排扣西装外套里面穿着牛仔裤。

Interview with Newsweek

接受《新闻周刊》采访

“I want to build things.”

“我想制造东西。”

Steve left Apple in September 1985, after losing a power struggle with CEO John Sculley. The departure was officially a resignation, but Steve considered it a betrayal. A few weeks later, he spoke to Newsweek.

史蒂夫在 1985 年 9 月离开苹果公司，此前他输给了首席执行官约翰·斯卡利 (John Sculley) 的权力斗争。离开公司时官方称之为辞职，但史蒂夫认为这是背叛。几周后，他接受了《新闻周刊》的采访。

Newsweek: How did you react when you heard the [Apple] board's decision [to sue you]? These were people that you knew and worked with for a long time.

《新闻周刊》：当你听到[苹果]董事会决定[起诉你]时，你有什么反应？这些人是你认识并长期合作的人。

Steve Jobs: Oh, yeah. I mean, in my wildest imagination, I couldn't have come up with such a wild ending to all of this.

I had hoped that my life would take on the quality of an interesting tapestry where I would have weaved in and out of Apple: I would have been there a period of time, and maybe I would have gone off and done something else to contribute, but connected with Apple, and then maybe come back and stay for a lengthy time period, and then go off and do something else.

But it's just not going to work out that way. So I had ten of the best years of my life, you know. And I don't regret much of anything.

史蒂夫·乔布斯：哦，是的。我的意思是，在我最疯狂的想象中，我都无法想出如此疯狂的结局。

我希望我的生活能像一幅有趣的挂毯，我会进出苹果公司：我会在那里待一段时间，也许我会离开去做一些其他有贡献的事情，但与苹果公司保持联系，然后也许回来待很长一段时间，然后离开去做其他事情。

但这根本行不通。所以我有过人生中最棒的十年，你知道的。我没有什

么后悔的。

✂

I personally, man, I want to build things. I'm thirty. I'm not ready to be an industry pundit. I got three offers to be a professor during this summer, and I told all of the universities that I thought I would be an awful professor.

What I'm best at doing is finding a group of talented people and making things with them. I respect the direction that Apple is going in. But for me personally, you know, I want to make things.

And if there's no place for me to make things there, then I'll do what I did twice before. I'll make my own place. You know, I did it in the garage when Apple started, and I did it in the metaphorical garage when Mac started.

我个人来说，伙计，我想创造东西。我三十岁了。我还没准备好成为行业专家。这个夏天我收到了三份教授职位邀请，我告诉所有大学，我认为自己会成为一名糟糕的教授。

我最擅长的事情是找到一群有才华的人，与他们一起创造东西。我尊重苹果公司前进的方向。但对我个人来说，你知道的，我想创造东西。

如果那里没有地方让我做事，那么我会像之前两次那样做。我会创造自己的空间。你知道，当苹果公司成立时，我在车库里做到了，当 Mac 电脑成立时，我在隐喻的车库里做到了。

✂

SJ: Though the outside world looks at success from a numerical point of view, my yardstick might be quite different than that. My yardstick may be how every computer that's designed from here on out will have to be at least as good as a Macintosh. ✂

SJ: 尽管外界从数字的角度看待成功，但我的衡量标准可能与之截然不同。我的衡量标准可能是从今往后设计的每台电脑都必须至少与 Macintosh 一样好。✂

SJ: I used to go into work, I'd get there, and I would have one or two phone calls to perform, a little bit of mail to look at. But—this was in June, July—most of the corporate management reports stopped flowing by my desk.

A few people might see my car in the parking lot and come over and commiserate.

SJ: 我过去常常去上班,到了公司后,我会打一两个电话,看一点邮件。但是——那是六七月份——大多数公司管理报告都不再流经我的办公桌了。

少数人可能会看到我的车停在停车场,然后走过来表示同情。

And I would get depressed and go home in three or four hours, really depressed. I did that a few times, and I decided that was mentally unhealthy. So I just stopped going in. You know, there was nobody really there to miss me.

我会感到沮丧,然后在三四个小时后回家,真的非常沮丧。我这样做了几次,然后决定这在精神上是不健康的。所以我干脆不去了。你知道,那里根本没有人会想念我。

Q: Do you feel that they have taken your company away from you?

问: 您是否觉得他们夺走了您的公司?

SJ: To me, Apple exists in the spirit of the people that work there, and the sort of philosophies and purpose by which they go about their business.

So if Apple just becomes a place where computers are a commodity item and where the romance is gone, and where people forget that computers are the most incredible invention that man has ever invented, then I'll feel I have lost Apple.

But if I'm a million miles away and all those people still feel those things and they're still working to make the next great personal computer, then I will feel that my genes are still in there.

SJ: 对我来说,苹果存在于在那里工作的人们的精神中,以及他们从事业务的哲学和目的。

所以,如果苹果仅仅变成一个计算机成为商品的地方,浪漫不复存在,人们忘记了计算机是人类有史以来最不可思议的发明,那么我会觉得我失去了苹果。

但如果我相隔百万英里,所有那些人仍然感受着那些东西,他们仍然在努力制造下一台伟大的个人计算机,那么我会觉得我的基因仍然存在于那里。

✂

SJ: One of the five most difficult days was that day John [Sculley,

Apple's CEO] said at the analysts meeting about there not being a role for me in the future, and he said it again in another analysts meeting a week later. He didn't say it to me directly; he said it to the press.

You've probably had somebody punch you in the stomach and it knocks the wind out of you and you can't breathe. If you relax, you'll start breathing again. That's how I felt all summer long. The thing I had to do was try to relax. It was hard.

But I went for a lot of long walks in the woods and didn't really talk to a lot of people.

SJ: 最艰难的五天之一是约翰[斯库利，苹果公司的首席执行官]在分析师会议上说，未来没有我的角色，一周后，他在另一次分析师会议上再次这样说。他没有直接对我说；他是对媒体说的。

你可能被人打了一拳，让你喘不过气来，你无法呼吸。如果你放松，你就会再次呼吸。这就是我整个夏天以来的感受。我必须做的事情就是尝试放松。这很难。

但我经常在树林里散步，并没有真正和很多人说话。

✕

Q: You've talked about being tough to get along with, having a rough-edge personality. Did you contribute in some way to your own downfall?

问：你曾说过自己很难相处，性格粗暴。你是否在某种程度上导致了自我的垮台？

SJ: You know, I'm not a sixty-two-year-old statesman that's traveled around the world all his life. So I'm sure that there was a situation when I was twenty-five that if I could go back, knowing what I know now, I could have handled much better.

And I'm sure I'll be able to say the same thing when I'm thirty-five about the situation in 1985. I can be very intense in my convictions. And I don't know—all in all, I kind of like myself, and I'm not that anxious to change.

SJ：你知道，我不是一个环游世界六十多年的政治家。所以，我确信，在我二十五岁的时候，如果我能回到过去，以我现在所知，我本可以处理得更好。

而且，我确信，当我在1985年三十五岁时，我也会说出同样的话。我对自己的信念非常执着。我不知道——总而言之，我有点喜欢自己，而且我并不急于改变。

Q: But has this experience changed you?

问：但这次经历是否改变了你？

SJ: Oh, this has—yeah, I think I am growing from this, and I think I'm learning a lot from it. I'm not sure how or what yet. But yes, I feel that way. I'm not bitter; I'm not bitter. ∞

SJ：哦，这次经历——是的，我认为我从中成长了，而且我认为我从中学习了很多东西。我还不知道如何或学到了什么。但是的，我有这种感觉。我并不痛苦；我并不痛苦。∞<

Q: There's been a lot in the press about your interest in Buddhism, vegetarianism.

问：媒体上有很多关于你对佛教、素食主义感兴趣的报道。

SJ: As we descend into the isms.

SJ：当我们陷入主义时。

Q: The isms. Are you still interested in those things?

问：主义。你仍然对这些事情感兴趣吗？

SJ: Well, I don't know what to say. I mean, I don't eat meat, and I don't go to church every Sunday.

SJ：嗯，我不知道该说什么。我的意思是，我不吃肉，而且我不会每个星期天都去教堂。

Q: They said at some point you had thought of going to Japan and sitting in a monastery.

问：他们说你曾一度想前往日本，在修道院里修行。

SJ: Yeah, yeah. I'm glad I didn't do that. I know this is going to sound really, really corny. But I feel like I'm an American, and I was born here. And the fate of the world is in America's hands right now. I

really feel that.

And you know, I'm going to live my life here and do what I can to help.

SJ：是的，是的。我很高兴我没有那么做。我知道这听起来真的很俗气。但我感觉自己是一个美国人，我出生在这里。现在，世界的命运掌握在美国手中。我确实这么认为。

你知道，我将在这里生活，尽我所能提供帮助。



Steve circa 1985.

史蒂夫约 1985 年。

Part II, 1985–1996

第二部分，1985-1996 年

“You never achieve what you want without falling on your face a few times.”

“如果你想取得成就，就必须经历几次失败。”

The years after Steve left Apple were among the toughest of his career—and the most formative.

史蒂夫离开苹果后的几年是他职业生涯中最艰难的几年，也是最具塑造性的几年。

Determined to build a new great computer company, he started NeXT with several members of the Macintosh team. “We’ll make a whole bunch of mistakes, but at least they’ll be new and creative ones,” he predicted.

他决心建立一家新的伟大计算机公司，于是与 Macintosh 团队的几名成员创办了 NeXT。他预测：“我们会犯很多错误，但至少这些错误是新的和有创意的。”

Around the same time, Steve invested \$10 million in a small company called Pixar. It was a tiny computer graphics operation, newly spun off from filmmaker George Lucas’s empire.

大约在同一时间，史蒂夫向一家名为皮克斯的小公司投资了 1000 万美元。这是一家小型计算机图形公司，刚刚从电影制作人乔治·卢卡斯的公司中分拆出来。

The technical expertise at Pixar attracted Steve; its initial product was a high-end graphics computer that cost more than \$100,000.

皮克斯的技术专长吸引了史蒂夫；其最初的产品是一款售价超过 100,000 美元的高端图形计算机。

Both NeXT and Pixar quickly ran into trouble. The NeXT computer system, which debuted in 1988, was powerful and packed with the humanistic touches Steve loved. It was visually striking and intuitive to use, with high-quality audio and the complete works of Shakespeare built in.

NeXT 和皮克斯都很快遇到了麻烦。NeXT 电脑系统于 1988 年首次亮相，功能强大，并融入了史蒂夫钟爱的以人为本的风格。它在视觉上引人注目，使用直观，内置高质量音频和莎士比亚的全部作品。

But it was also late to market and expensive—and it sold poorly. Within six years of NeXT’s launch, the entire founding team, other than Steve, had resigned.

但它也迟迟未上市，价格昂贵——而且销量不佳。在 NeXT 发布后的六年內，除了史蒂夫之外，整个创始团队都已辞职。

Pixar, meanwhile, was eking out an existence selling computers and software and, later, animating commercials. The company was also making award-winning short films that charmed Steve.

与此同时，皮克斯靠销售电脑和软件以及后来的动画广告勉强维持生计。该公司还制作了屡获殊荣的短片，让史蒂夫为之倾倒。

This use of technology in service of brilliant storytelling embodied one of his favorite things: work at the intersection of technology and the liberal arts.

这种将技术用于精彩故事讲述的做法体现了他最喜欢的事情之一：在技术和文科的交汇处工作。

The short films fired Steve's enthusiasm and kept him writing check after check to Pixar, ultimately investing some \$60 million.

这些短片激发了史蒂夫的热情，并促使他不断向皮克斯开出支票，最终投资了约 6000 万美元。

But the films were, as Steve put it, "in the background," not the company's focus.

但正如史蒂夫所说，这些电影“处于次要地位”，而不是公司的重点。

He described Pixar's early business strategy as "find a way to pay the bills," and he later speculated that the only reason the company didn't fall apart then was that the leadership team "would all get depressed ... but not all of us at once."

他将皮克斯的早期商业策略描述为“找到一种支付账单的方法”，后来他推测，公司当时没有分崩离析的唯一原因是领导团队“都会感到沮丧……但不会所有人都同时感到沮丧”。

If at times in these years he seemed disappointed by the possibilities of technology—"this stuff doesn't change the world. It really doesn't," he told a reporter in an uncharacteristic flash of pessimism—his world was also expanding beyond his work.

在这些年里，他有时似乎对技术的可能性感到失望——“这些东西并没有改变世界。真的没有，”他在一次不寻常的悲观情绪爆发中告诉一位记者——他的世界也在超越他的工作而不断扩展。

He treasured his privacy, saying of his public persona, "I think of it as my well-known twin brother. It's not me."

他珍视自己的隐私，谈到自己的公众形象时说，“我认为那是我的知名双胞胎兄弟。那不是我。”

Steve learned how to hone a company to its essence, even when it was painful. He shifted NeXT's focus to selling software. The shift meant closing a factory and laying off more than two hundred of NeXT's five hundred and thirty employees.

史蒂夫学会了如何将一家公司精简到其本质，即使这样做很痛苦。他将 NeXT 的重点转向销售软件。这一转变意味着关闭一家工厂，并解雇 NeXT 五百三十名员工中的两百多名。

Meanwhile, Pixar stripped away its advertising and hardware businesses and entered into an agreement with Disney, all to pursue what sometimes seemed an impossible dream: to make fully computer-animated feature films.

与此同时，皮克斯剥离了其广告和硬件业务，并与迪士尼达成协议，这一切都是为了追求一个有时看起来不可能实现的梦想：制作全电脑动画长片。

After nearly a decade of difficulty, the streamlined NeXT and Pixar both transformed into unlikely success stories. At the end of 1995, Pixar premiered Toy Story in the same month it held its initial public offering. A year later, Apple, in need of operating-system software, bought NeXT for \$427 million. "If you really look closely," Steve liked to say, "most overnight successes took a long time."

经过近十年的困难时期，精简后的 NeXT 和 Pixar 都转型成为不太可能取得成功的案例。1995 年末，皮克斯在举行首次公开募股的同一个月首映了《玩具总动员》。一年后，急需操作系统软件的苹果公司以 4.27 亿美元收购了 NeXT。史蒂夫喜欢说：“如果你真的仔细观察，就会发现大多数一夜成名的成功其实花了很长时间。”

Steve on Starting NeXT

史蒂夫谈创办 NeXT

A few weeks after starting NeXT, Steve spoke with Newsweek about the original insight for the company.

创办 NeXT 几周后，史蒂夫与《新闻周刊》谈到了创办这家公司的最初想法。

I had been reading some biochemistry, recombinant DNA literature. [I had recently met] Paul Berg, the inventor of some of the recombinant techniques. I called him up, and I said, “You remember me.

我一直在阅读一些生物化学、重组 DNA 文献。[我最近遇到了] 重组技术的发明者之一保罗·伯格。我给他打了电话，我说：“你还记得我吗？

I’m ignorant about this stuff, but I’ve got a bunch of questions about how it works, and I’d love to have lunch with you.” So we had lunch at Stanford. He was showing me how they were doing gene repairing. Actually, it’s straightforward, it’s kind of neat.

我对这方面一无所知，但我有很多关于其工作原理的问题，我很想和你共进午餐。”于是我们在斯坦福共进午餐。他向我展示了他们如何进行基因修复。实际上，这很简单，很整洁。

It smells a lot like some of the concepts you find in computer science. So he was explaining how he does experiments in a wet laboratory and they take a week or two or three to run. I asked him, “Why don’t you simulate these on a computer?

这闻起来很像你在计算机科学中发现的一些概念。因此，他解释了他在湿实验室中如何做实验，这些实验需要一到两周或三周的时间才能运行。我问他，“你为什么不在计算机上模拟这些实验？

Not only will it allow you to run your experiments faster, but someday every freshman microbiology student in the country can play with the Paul Berg recombinant software.” So his eyes lit up. And that was sort of a landmark lunch.

这不仅能让你更快地运行实验，而且有一天全国的每个微生物学新生都

可以使用 Paul Berg 重组软件。”因此，他的眼睛亮了起来。那是一次具有里程碑意义的午餐。

Because that's when I started to really think about this stuff and get my wheels turning again.

因为那时我才开始真正思考这些东西，并再次让我的思维活跃起来。

On Becoming Majority Shareholder in Pixar

成为皮克斯的大股东

In 1996, the year after Pixar released Toy Story and held its IPO, Steve looked back on the work and ideas that first drew him to the company.

1996年，也就是皮克斯发行《玩具总动员》并进行首次公开募股的第二年，史蒂夫回顾了最初吸引他加入该公司的作品和想法。

I met Ed Catmull, who was running the computer division of Lucasfilm, in 1985. [...] I'd been involved in graphics most of my life. The Apple II, though most people don't remember, was the first real color computer that you could get your hands on.

1985年，我遇到了埃德·卡特姆尔，他当时负责卢卡斯影业的计算机部门。[...] 我一生的大部分时间都参与了图形工作。虽然大多数人都不得，但 Apple II 是你能买到的第一台真正的彩色计算机。

The Macintosh, obviously, was graphics. The LaserWriter was graphics. But it was all 2-D. We'd done some 3-D work at Apple, and I was certainly aware of the field—but the stuff that Ed and his team were doing was way ahead of anything I'd ever seen anyone do.

显然，Macintosh 是图形。LaserWriter 是图形。但它们都是二维的。我们在 Apple 做过一些三维工作，我当然知道这个领域——但 Ed 和他的团队所做的事情远远领先于我见过的任何其他人。

On Pixar's Early Days

关于皮克斯的早期

In 2003, with Disney and Pixar deep in negotiations over the future of the studio, Steve told filmmaker Leslie Iwerks about Pixar's start.

2003年，当迪士尼和皮克斯就该工作室的未来进行深入谈判时，史蒂夫告诉电影制作人莱斯利·艾沃克斯有关皮克斯的开端。

Our strategy in the early days of Pixar was: find a way to pay the bills. In the background, we were developing animation software, and John [Lasseter] was making the succession of short films on the way to *Toy Story*. But we were trying to pay the bills and just buy time. That strategy really turned out not to work.

Probably if you look back in the rearview mirror, we would have been better off just funding the animation efforts and not trying to pay the bills through these other products, such as the Pixar Image Computer and software, but that was our best attempt to try to keep the company going.

In the end, I just ended up writing checks to keep the company going—and that basically went on for ten years.

皮克斯早期的战略是：找到一种支付账单的方法。在幕后，我们正在开发动画软件，约翰[拉塞特]正在制作一系列短片，最终成为《玩具总动员》。但我们试图支付账单，只是争取时间。这种战略实际上并没有奏效。

或许，如果你回顾一下后视镜，我们最好只资助动画工作，而不是试图通过这些其他产品（例如皮克斯图像计算机和软件）来支付账单，但那是我们为维持公司运营而做的最大努力。

最后，我只能开支票来维持公司运营——这基本上持续了十年。

✕

You could see there was magic in [a Pixar animated short film], right from the beginning. With the rest of Pixar's technology, you had to be an expert to understand it. [... But] you didn't have to know anything about the technology to enjoy the film.

从一开始，你就能看到[皮克斯动画短片]中的魔力。对于皮克斯的其他技术，你必须是专家才能理解它。[...]但你无需了解任何技术即可欣

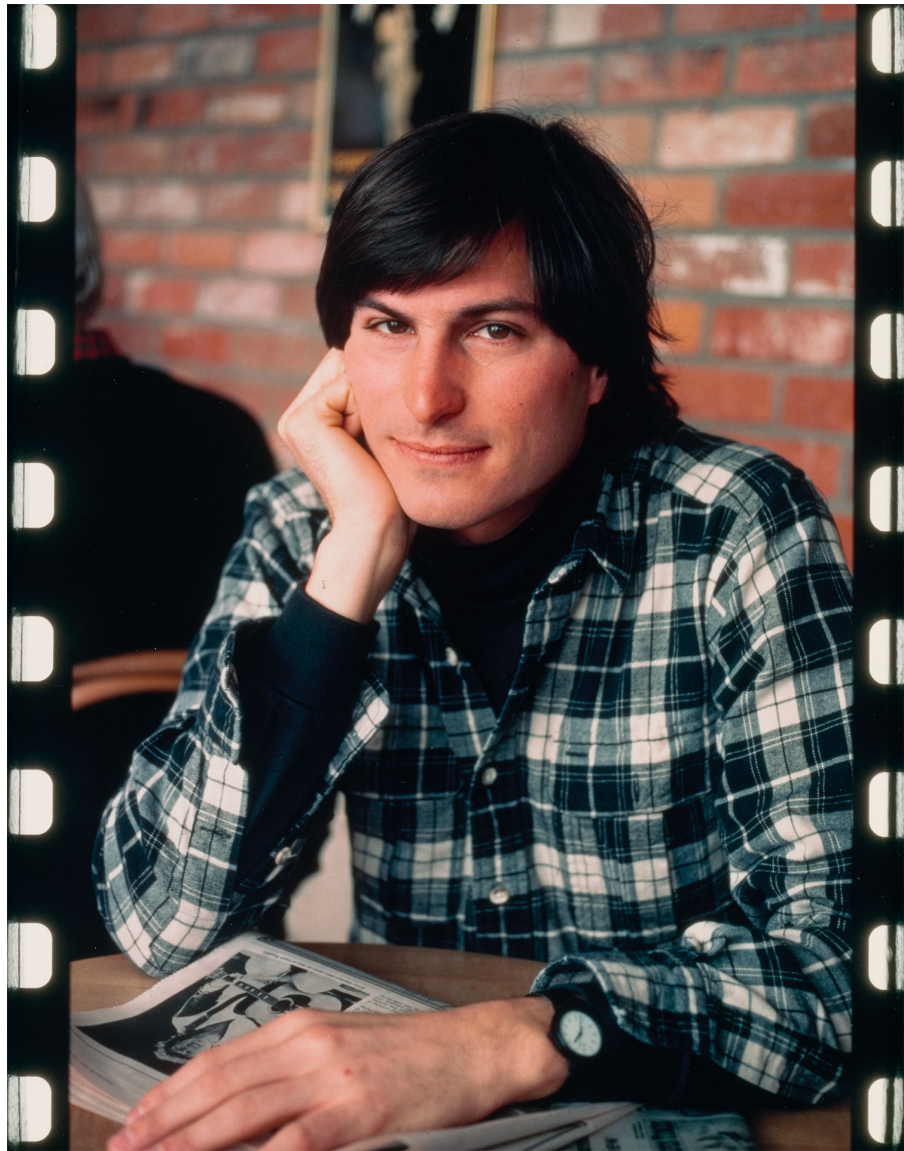
赏这部电影。

It was incredibly refreshing and really pointed the way to where we wanted to go. We didn't want to have to convince people that our technology was great—we knew it was great.

这令人难以置信地耳目一新，并真正指明了我们想要去的地方。我们不想说服人们我们的技术很棒——我们知道它很棒。

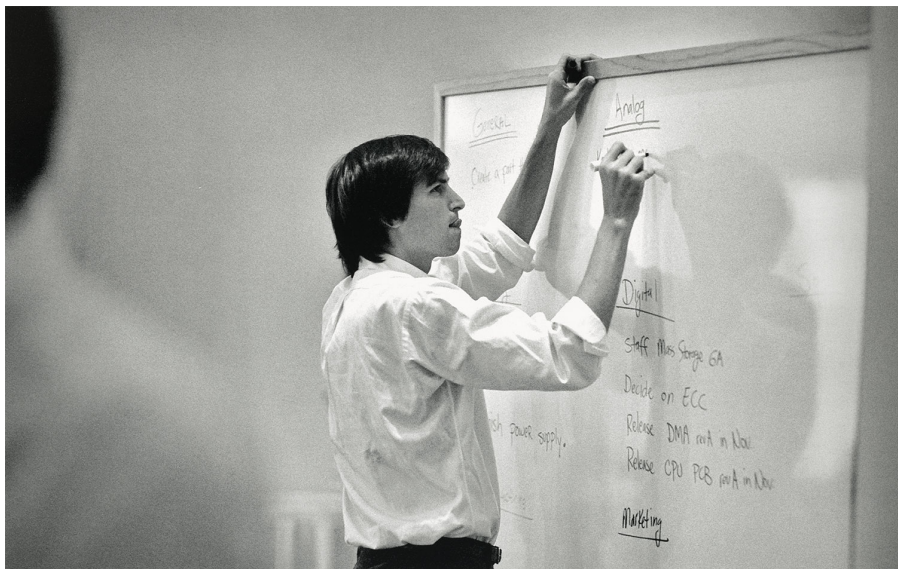
We wanted to use our technology to make something where nobody needed to know anything about the technology to love it. And that's what we ended up doing.

我们想利用我们的技术来创造一些东西，让人们无需了解任何技术即可喜爱它。而这就是我们最终所做的。



Shortly before becoming the majority shareholder of Pixar.

在成为皮克斯的多数股东之前不久。



NeXT planned to capture the education market.

NeXT 计划占领教育市场。

N E X T M E M O

17 March 1986

Our company is founded on the principal that a few good people can produce a tremendous product if they are not fettered by:

- a) having to convince a larger organization of what they know is right, and
- b) if they can devote their personal time to designing, marketing or what have you, rather than managing others to do these tasks less well.

To stay true to this principal, I propose the following two ideas:

- 1) We all need time for *uninterrupted* individual work. Meetings (vendors, interviews, ...) are eating into our individual time, and the productivity of our engineers is suffering. I propose we set aside every Thursday as a day with no meetings of any kind. Thursday is *our* day, a day when we metaphorically lock the doors to the outside world and quietly work individually.
- 2) In revising our headcount requirements (and subsequently budgets) downwards, I encourage you to remember that there is a very subtle line, which, when crossed in increased headcount, causes you to be a manager instead of a contributor/team leader. I believe that if we turn ourselves into managers instead of "do-ers", both our schedule and the "greatness" of our product will suffer. Let's not let this happen! It is better to have fewer people, even if it means doing less. Let's build our company slowly and carefully.

Let's discuss these two ideas at our Staff meeting tomorrow. Thanks.

SJ

NeXT's ban on Thursday meetings was short-lived.

NeXT 禁止星期四开会的规定是短暂的。



Reviewing a Styrofoam model of the NeXT machine, 1987.

1987年，审查 NeXT 机器的一个泡沫塑料模型。



Taking a break at a NeXT company picnic in Menlo Park.

在门洛帕克的 NeXT 公司野餐会上休息一下。

Email to NeXT Employees

发送给 **NeXT** 员工的电子邮件

“Pixar led the way!”

“皮克斯引领了潮流！”

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: NeXT

收件人：NeXT

Subject: A great day and a half

主题：一天半的辉煌

Date: March 30, 1989, 8:08 p.m.

日期：1989 年 3 月 30 日，下午 8:08

Well, we did it again. Congrats to all for a real TEAM effort. And, Pixar did it too.

我们又做到了。祝贺大家，这是真正的团队努力。皮克斯也做到了。

For those of you who didn't see the Academy Awards last night, Pixar won an award in the category of short animated films: for their computer generated film Tin Toy

对于昨晚没有观看奥斯卡颁奖典礼的人，皮克斯在短片动画电影类别中获奖：凭借其计算机生成的电影《锡玩具》

Tin Toy is the first computer generated film to ever win an award, and was competing against several very good traditionally animated (non-computer-animated) films!

《锡玩具》是有史以来第一部获得该奖项的计算机生成电影，并且与几部非常优秀的传统动画（非计算机动画）电影竞争！

The computer graphics industry just achieved a major milestone, and Pixar led the way!

计算机图形行业刚刚取得了一项重大里程碑，而皮克斯引领了这一潮流！

Speech at Reed College

在里德学院的演讲

“Character is built not in good times, but in bad times.”

“性格不是在顺境中形成的，而是在逆境中形成的。”

When Steve welcomed the incoming class of freshmen at his alma mater, Reed College, on August 27, 1991, NeXT computers were not selling well and Pixar had just had a round of layoffs.

1991年8月27日，史蒂夫在母校里德学院欢迎新生时，NeXT电脑的销售情况不佳，皮克斯刚刚经历了一轮裁员。

Thank you very much for this. It means a lot to me. I'm a peculiar Reed alumnus, as many of you know. I never graduated from Reed—although that doesn't make me that unusual, I suppose.

非常感谢大家。这对我来说意义重大。正如你们许多人所知，我是一个与众不同的里德校友。我没有从里德毕业——尽管我想这并不让我显得多么不同寻常。

But maybe more unusual: I ran out of money after one semester here at Reed, so I dropped out. But then I dropped in for another year and a half. So, I was actually here by choice, which is somewhat more unusual.

但也许更不寻常的是：我在里德读了一个学期后就因为没钱而辍学了。但后来我又回来读了一年半。所以，我实际上是出于自愿留在这里的，这多少有点不寻常。

And I had some experiences here—that I'm sure many of you will have as freshmen and throughout your years here—that have stayed with me my whole life. I was thinking of some of them to recount to you.

我在这里经历了一些事情——我相信你们许多人在新生阶段以及在里德的整个学习期间都会经历这些事情——这些事情伴随了我的一生。我想起了其中的一些事情，想讲给你们听。

Remember that I'm much older than you now. I've always thought that people's spark of self-consciousness turns on at about fifteen or sixteen. So if we normalize age to fifteen or sixteen, then most of you are two or three or four years old here, as freshmen. I'm about

twenty.

请记住，我现在比你们大得多。我一直认为人们的自觉意识火花在大约十五六岁时被点燃。因此，如果我们将年龄标准化为十五或十六岁，那么你们大多数人作为新生来到这里时只有两三岁或四岁。我大约二十岁。

So that maybe puts in perspective what it's like to return to Reed after so many years. But a few things stick in my mind that I wanted to pass on that maybe could be of some value.

这样也许可以让你了解一下多年后重返里德学院是什么感觉。但我脑海中有一些事情想传达给你，也许对你来说会有一些价值。

The first was that, as you will be shortly, I was forced to go to humanities lectures—it seemed like every day. I studied Shakespeare with Professor Svitavsky. And at the time, I thought these were meaningless and even somewhat cruel endeavors to be put through.

首先，就像你很快就会经历的那样，我被迫去听人文科学讲座——感觉每天都是如此。我在斯维塔夫斯基教授那里学习莎士比亚。当时，我认为这些毫无意义，甚至有些残酷。

I can assure you that as the patina of time takes its toll, I thank God that I had these experiences here. It has helped me in everything I've ever done, although I wouldn't have ever guessed it at the time.

我可以向你保证，随着时间的流逝，我感谢上帝让我在这里获得了这些经历。它帮助了我所做的一切，尽管我当时根本不会想到这一点。

The second experience that I remember from Reed is being hungry. All the time. The cafeteria here taught me quickly to be a vegetarian. I didn't have so much money, so I would gather up Coke bottles and take them up to the store to find out how to eat.

我从里德学院记得的第二个经历是饥饿。一直都是。这里的自助餐厅很快教会了我成为一名素食主义者。我没有多少钱，所以我收集可口可乐瓶，拿到商店去换取食物。

I discovered the cheapest way to eat was Roman Meal. Have you ever heard of this? It's cereal.

我发现最便宜的食物是罗马餐。你听说过这个吗？这是一种谷物。

It was invented by a Harvard professor who was a history professor who one day wondered what the Roman legion took with them to eat as they conquered and pillaged these villages, and he found out through his research that it's Roman Meal.

它是由一位哈佛大学教授发明的，他是一位历史教授，有一天他想知道罗马军团在征服和掠夺这些村庄时带了什么食物，他通过研究发现是罗马餐。

And you can buy it at the local store, and it's the cheapest way to live. So I lived for many months on Roman Meal.

你可以在当地商店买到它，这是最便宜的生活方式。所以我用罗马餐生活了很多个月。

But also, several of us, after not eating for a few days, would hitchhike across town to the Hare Krishna temple on Sundays, where they would feed all comers.

此外，我们中的几个人在几天没吃饭后，会在星期天搭便车穿过城镇去往奎师那神庙，在那里他们会给所有来者提供食物。

Through practice, we discovered just the right moment to arrive—after their particular religious practices and right before the food. And not having eaten for days, we would eat a lot, and on several occasions stay over, because we were not able to move.

通过练习，我们发现了到达的最佳时机——在他们特定的宗教活动之后，就在食物之前。几天没吃饭，我们会吃很多，有好几次还留宿在那里，因为我们动弹不得。

The following morning, they would wake us up at four o'clock in the morning because it was their time to go gather flowers for their temple to honor Krishna.

第二天早上，他们会在早上四点叫醒我们，因为他们要去为他们的寺庙采摘鲜花以纪念奎师那。

So they would take us with them, predawn, out into the neighborhood—where they would proceed to steal flowers from the neighbors.

所以他们会带我们一起去，在黎明前，到附近——在那里他们会从邻居那里偷花。

And the neighbors that lived close to the Hare Krishna temple soon were wise to their pillage and would get up early in the morning and guard their flower beds. And so they would have to go in an ever-wider circumference around their temple.

而住在奎师那神庙附近的邻居们很快意识到他们的掠夺行为，并会在清晨起床守护自己的花坛。因此，他们不得不绕着神庙走得越来越远。

In spending a little time with these people, I noticed some of their other behaviors. They used to sell incense to the local department stores and then go steal it back, so that the department stores would buy more, and they would have a thriving business.

在与这些人相处了一段时间后，我注意到他们的一些其他行为。他们过去常常向当地百货商店出售香，然后又去偷回来，这样百货商店就会购买更多，他们就会有兴隆的生意。

And their ethics told them that this was fine, that anything in the service of Krishna was fine. In interacting with them, I think I learned more about situational ethics than I ever did on campus.

他们的道德观告诉他们这样做很好，任何为奎师那服务的事情都是好的。在与他们互动时，我认为我学到的有关情境伦理的知识比在校园里学到的还要多。

The last experience I wanted to recount for you: there is a man—I think he's here today—named Jack Dudman, who used to be the dean of the school.

我想向你们讲述的最后一段经历是：有一位男士——我想他今天在这里——名叫杰克·达德曼，他过去是这所学校的院长。

He was one of the heroes of my life while I was here, because Jack Dudman looked the other way when I was staying on campus without paying. He looked the other way when I was taking classes without being a formal student and paying the tuition.

在我在这里的时候，他是我的英雄之一，因为杰克·达德曼在我未缴纳费用住在校园里时睁一只眼闭一只眼。在我没有成为正式学生和缴纳学费的情况下上课时，他也睁一只眼闭一只眼。

And oftentimes, when I was at the end of my rope, Jack would go for a walk with me, and I would discover a twenty-dollar bill in my tattered coat pocket after that walk, with no mention of it from Jack before,

during, or after.

而且很多时候，当我走投无路时，杰克会陪我散步，散步后我会在破旧的外套口袋里发现一张 20 美元的钞票，而杰克在散步前、散步中或散步后都没有提到过这件事。

I learned more about generosity from Jack Dudman and the people here at this school than I learned anywhere else in my life. So I wanted to thank this community, because the things I learned here stayed with me.

我在杰克·达德曼和这所学校的人身上学到的关于慷慨的东西比我在生命中的任何其他地方学到的都要多。所以我想感谢这个社区，因为我在此学到的东西一直伴随我左右。

Character is built not in good times, but in bad times; not in a time of plenty, but in a time of adversity—and this school seems to manage to nurture that spirit of adversity, and I think does build some character.

性格不是在顺境中形成的，而是在逆境中形成的；不是在丰收时形成的，而是在逆境中形成的——这所学校似乎设法培养了这种逆境精神，我认为确实塑造了一些性格。

So I thank you for teaching me how to be hungry and how to keep that with me my whole life.

所以，我感谢你们教会我如何保持饥饿感，以及如何在余生中保持这种饥饿感。

Thank you very much.

非常感谢。

P  X A R

Steve,

President-

Clinton

is holding

PIXAR ANIMATION STUDIOS
1001 WEST CUTTING, RICHMOND, CALIFORNIA 94804
TEL 510 236-4000 FAX 510 236-0388

Steve sometimes exchanged calls with President Bill Clinton.

史蒂夫有时会与总统比尔·克林顿通电话。



In 1995, the year Toy Story was released and Pixar had its IPO.

1995年，《玩具总动员》上映，皮克斯进行了首次公开募股。



In 1995, around the time of the Pixar-Disney deal renegotiation.

1995年，大约在皮克斯-迪士尼交易重新谈判的时候。

Email Exchange Between Steve, Intel CEO Andy Grove, and an Intel Engineer

史蒂夫、英特尔首席执行官安迪·格鲁夫和一位英特尔工程师之间的电子邮件交流

“I have changed my position 180 degrees.”

“我已经改变了我的立场 180 度。”

As Pixar became a leader in graphics, Steve and his mentor, Intel CEO Andy Grove, discussed how Intel might learn from Pixar. When an Intel engineer tried to follow up, Steve resisted.

随着皮克斯成为图形领域的领导者，史蒂夫和他的导师英特尔首席执行官安迪·格鲁夫讨论了英特尔如何向皮克斯学习。当一位英特尔工程师试图跟进时，史蒂夫拒绝了。

From: [Engineer 1 at Intel]

发件人：[英特尔工程师 1]

To: Steve Jobs

收件人：史蒂夫·乔布斯

Cc: Andy Grove

抄送：安迪·格鲁夫

Subject: Pixar-3D graphics

主题：Pixar-3D 图形

Date: September 22, 1995, 2:04 p.m.

日期：1995 年 9 月 22 日下午 2:04

Steve,

史蒂夫，

Andy asked me to look into what we should do in dramatically improving the Intel architecture platform's 3D graphics performance. He indicated that you and key people at Pixar like Ed Catmull have lots of good ideas on what we should do in this area.

安迪让我研究一下我们应该如何大幅提升英特尔架构平台的 3D 图形性能。他表示，您和皮克斯的埃德·卡特姆等重要人物对我们应该在这一领域采取哪些措施有很多好主意。

I actually contacted Ed several months ago but he was real busy and cannot commit to meeting until after Sept. As you know, I am in charge of microprocessors at Intel.

我实际上几个月前就联系了埃德，但他真的很忙，直到 9 月之后才能承诺会面。如您所知，我负责英特尔的微处理器。

I have located several key Intel 3D experts. One of them, [Engineer 2], came from Sun over a year ago.

我已经找到了几位英特尔 3D 领域的专家。其中一位 [工程师 2] 一年前从 Sun 公司过来。

I would like to have a meeting (at Next, Intel or Pixar) with you, Catmull, and others with me and our graphics experts to discuss your ideas and map out what our action plans are. I am in Tokyo next week but will be back in my office on Monday Oct. 2. I will ask my admin to contact your office to set that meeting up.

我想与您、卡特穆尔以及其他人在 Next、Intel 或 Pixar 开会，并带上我们的图形专家，讨论您的想法并规划我们的行动计划。我下周在东京，但将于 10 月 2 日星期一回到办公室。我会让我的行政助理联系您的办公室以安排这次会议。

Thanks.

谢谢。

[Engineer 1]

[工程师 1]

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: [Engineer 1]

收件人：[工程师 1]

Subject: Pixar-3D graphics

主题：Pixar-3D 图形

Date: September 23, 1995, 7:11 p.m.

日期：1995 年 9 月 23 日，下午 7:11

[Engineer 1],

[工程师 1],

Pixar does indeed possess the knowledge to enable Intel's processors to render 3D graphics at much high performance and quality. These "secrets" could definitely make their way into future Intel general purpose processor hardware.

Pixar 确实拥有使英特尔处理器能够以更高的性能和质量渲染 3D 图形所需的知识。这些“秘密”绝对可以进入未来的英特尔通用处理器硬件。

We believe this single capability is the key for Intel to dramatically enlarge the PCs market share in the consumer market – by significantly surpassing the dedicated gaming machines (Sega, Nintendo, Playstation, etc) graphics capabilities.

我们相信，这种单一功能是英特尔大幅扩大个人电脑在消费市场份额的关键——通过显著超越专用游戏机（世嘉、任天堂、PlayStation 等）的图形功能。

Pixar's secrets were invented through significant investment over ten years or more, and we value them highly. Even without the secrets implemented in the processor, Pixar can gain significant competitive advantage and differentiation through implementing them in software.

皮克斯的秘密是通过十年或更长时间的重大投资发明的，我们非常重视它们。即使没有在处理器中实现这些秘密，皮克斯也可以通过在软件中实现它们来获得显著的竞争优势和差异化。

By disclosing the “correct” way to do high quality, high performance graphics, Pixar will lose much of this to any and all competitors, with no work on their part. Hence, the need for compensation.

通过披露执行高质量、高性能图形的“正确”方法，皮克斯将失去大部分优势，而任何竞争对手都不需要为此付出任何努力。因此，需要补偿。

What does Intel propose to give Pixar for disclosing and licensing its secrets to Intel?

英特尔提议给皮克斯什么，以披露并授权其秘密给英特尔？

Steve

史蒂夫

From: [Engineer 1]

发件人：[工程师 1]

To: Steve Jobs

收件人：史蒂夫·乔布斯

Cc: Andy Grove

抄送：安迪·格鲁夫

Subject: Re: Pixar-3D graphics

主题：回复：皮克斯 - 3D 图形

Date: September 25, 1995, 11:22 a.m.

日期：1995 年 9 月 25 日，上午 11:22

Steve,

史蒂夫，

We would very much like to have our meeting, but I will put that on hold based on your input. We talked to many key people on ideas to improve the microprocessor capability with the aim that this will benefit the whole industry, and everyone will benefit.

我们非常希望举行我们的会议，但我会根据您的意见将此事搁置。我们与许多关键人物讨论了改进微处理器功能的想法，目的是让整个行业和每个人都受益。

We have not entered into any financial arrangement in exchange for good ideas for our microprocessors in the past and have no intention for the future.

过去，我们从未为微处理器的良好创意达成任何财务安排，未来也没有此意图。

[Engineer 1]

[工程师 1]

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: [Engineer 1]

收件人：[工程师 1]

Cc: Andy Grove

抄送：安迪·格鲁夫

Subject: Re: Pixar-3D graphics

主题：回复：皮克斯 - 3D 图形

Date: September 25, 1995, 5:29 p.m.

日期：1995 年 9 月 25 日，下午 5:29

This approach has not served you well in the past, as evidenced by your poor graphics architectures and performance. Maybe you should think of changing it for the future...

这种方法过去对您没有帮助，这一点从您糟糕的图形架构和性能中可以看出。也许您应该考虑在未来改变它.....

Steve

史蒂夫

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Andy Grove

收件人：安迪·格鲁夫

Subject: Re: Pixar-3D graphics

主题：回复：皮克斯 - 3D 图形

Date: September 25, 1995, 10:27 p.m.

日期：1995 年 9 月 25 日，晚上 10:27

Andy,

安迪，

Maybe it's just me, but I find [Engineer 1]'s approach extremely arrogant, given Intel's (his?) dismal showing in understanding computer graphics architectural issues in the past...

也许只是我，但我发现 [工程师 1] 的方法极其傲慢，鉴于英特尔（他？）过去在理解计算机图形架构问题上表现不佳.....

If I were going to make hundreds of millions of something, I sure as hell would be willing to pay for the best advice money could buy... Any[way], this isn't a sales pitch; I just wanted you to know what I thought, as always.

如果我要制造数以亿计的东西，我当然愿意为能买到的最佳建议付费.....
无论如何，这不是销售宣传；我只是想让你知道我的想法，一如既往。

Best,

最棒的，

Steve

史蒂夫

From: Andy Grove

发件人：安迪·格鲁夫

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Re[2]: Pixar-3D graphics

主题：回复[2]：皮克斯-3D 图形

Date: September 26, 1995, 3:12 p.m.

日期：1995 年 9 月 26 日下午 3:12

Steve,

史蒂夫，

I am firmly on [Engineer 1]'s side on this one. He is taking your offer to help us very seriously, rounded up the best technical people and was ready to go when you introduced a brand new element into the discussion: money.

在这件事上，我坚定地站在[工程师 1]一边。他非常认真地对待您帮助我们的提议，召集了最优秀的技术人员，并在您在讨论中引入一个全新的元素（金钱）时做好了准备。

You and I have talked many times about this subject; you never suggested or hinted at this being a commercial exchange. I took your offer to help us exactly as that: help, not an offer of a commercial relationship.

您和我多次讨论过这个话题；您从未暗示或暗示过这是一次商业交换。我接受了您帮助我们的提议，就像那样：帮助，而不是商业关系的提议。

You may remember, that from time to time I offered suggestions that pertained to your business. Examples range from porting NextStep to the 486 - - which was in our interest too - - to my presentation to your staff on repositioning NextStep beyond that.

您可能还记得，我时不时会提出与您的业务相关的一些建议。例子包括将 NextStep 移植到 486 - - 这也符合我们的利益 - - 以及我向您的员工介绍如何重新定位 NextStep 的演示。

I am not suggesting that these are comparable in value to your expertise in graphics, but I gave what I had, put some thought into the problem I saw you were facing - - and it never entered my mind to charge for it.

我并不是说这些在价值上可以与您在图形方面的专业知识相提并论，但我付出了我所拥有的，对您面临的问题进行了一些思考 - - 我从未想过为此收费。

In my view, that's what friendly companies (and friends) do for each other. In the long run, these things balance out.

在我看来，这就是友好公司（和朋友）彼此所做的事情。从长远来看，这些事情会达到平衡。

I am sorry you don't feel that way. We will be worse off as a result, and so will the industry.

很抱歉你没有这种感觉。结果是我们会变得更糟，行业也会变得更糟。

Regards,

此致，

a

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Andy Grove

收件人：安迪·格鲁夫

Subject: Re[2]: Pixar-3D graphics

主题：回复[2]：皮克斯-3D 图形

Date: October 1, 1995, 3:50 p.m.

日期：1995 年 10 月 1 日，下午 3:50

Andy,

安迪，

I have many faults, but one of them is not ingratitude. And, I do agree with you that "In the long run, these things balance out."

我有很多缺点，但其中之一不是忘恩负义。而且，我同意你的观点，“从长远来看，这些事情会达到平衡”。

Therefore, I have changed my position 180 degrees - - we will freely help [Engineer 1] make his processors much better for 3D graphics.

因此，我已经将我的立场改变了 180 度——我们将免费帮助 [工程师 1] 使他的处理器更适合 3D 图形。

Please ask [Engineer 1] to call me, and we will arrange for a meeting as soon as the appropriate Pixar technical folks can be freed up from the film.

请让[工程师1]给我打电话，我们将在适当的皮克斯技术人员从电影中解脱出来后立即安排会议。

Thanks for the clearer perspective.

感谢您提供更清晰的视角。

Steve

史蒂夫

Email to Pixar Employees

发给皮克斯员工的电子邮件

“To \$175M and beyond!”

“向1.75亿美元及以上进发！”

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Pixar

收件人：皮克斯

Subject: Toy Story Crosses \$150M !!

主题：玩具总动员票房突破1.5亿美元！！

Date: January 2, 1996, 9:30 a.m.

日期：1996年1月2日上午9:30

Yesterday Toy Story crossed \$150M in domestic box office receipts -- only 13 days after crossing \$100M !!

昨天，玩具总动员的国内票房收入突破1.5亿美元——距离突破1亿美元仅过了13天！！

Toy Story was the undisputed blockbuster of the holiday season, topping all other films including Jumanji, Father of the Bride II, Waiting to Exhale and, of course, Balto.

玩具总动员是假日季无可争议的卖座大片，超过了包括《勇敢者的游戏》、《岳父大人2》、《与你同在》以及当然还有《巴尔托》在内的所有其他影片。

Toy Story may even surpass the current 1995 box office leaders, Batman Forever (\$184M) and Apollo 13 (\$172M), and become the most successful film of 1995.

玩具总动员甚至可能超过当前 1995 年的票房冠军《永远的蝙蝠侠》（1.84 亿美元）和《阿波罗 13 号》（1.72 亿美元），成为 1995 年最成功的电影。

Toy Story has already become the third most successful animated feature film of all time, topping all of Disney's classics except "Aladdin" (\$217M) and "The Lion King" (\$312M).

玩具总动员已经成为有史以来第三成功的动画长片，超过了迪士尼的所有经典之作，除了《阿拉丁》（2.17 亿美元）和《狮子王》（3.12 亿美元）。

To \$175M and beyond!

到 1.75 亿美元，甚至更多！

Congratulations team,

恭喜团队，

Steve

史蒂夫

Interview with Terry Gross

采访特里·格罗斯

“One of the things I always tried to coach myself on was not being afraid to fail.”

“我一直努力训练自己的一件事就是不要害怕失败。”

In 1996, Steve and the Fresh Air radio host Terry Gross looked back on his time at Apple and ahead to the future of the computer industry. They spoke shortly after Pixar's release of Toy Story and its successful initial public offering. NeXT, meanwhile, continued to struggle.

1996年，史蒂夫和新鲜空气电台主持人特里·格罗斯回顾了他曾在苹果公司的工作经历，并展望了计算机行业的前景。他们是在皮克斯发布《玩具总动员》及其成功的首次公开募股后不久进行的交谈。与此同时，NeXT仍在苦苦挣扎。

Terry Gross: How do you think that the web might change in the near future with the help of the type of software that you are producing now?

特里·格罗斯：您认为借助您现在生产的软件类型，网络在不久的将来会发生怎样的变化？

Steve Jobs: I think most large companies and medium-size companies (and even small companies) are starting to look at the web as the ultimate direct-to-customer distribution chain, bypassing all middlemen, going directly from the supplier to the consumer.

That's a pretty powerful concept when you think about it. One of the things that I love is that a very small company, if they invest a lot in their website, can look just as formidable and just as solid on the web as a very large company can.

As a matter of fact, some of the smaller companies are more hip on the web, getting more hip to the web sooner, and so they actually look better than some of the large companies do right now.

It's going to be this very leveling phenomenon, but I think a tremendous amount of goods and services is going to be sold, or at least the demand created for such things, over the web.

史蒂夫·乔布斯：我认为大多数大公司和中型公司（甚至小公司）都开始将网络视为最终的直接面向客户的分销渠道，绕过所有中间商，直接从供应商到消费者。

当你想到这一点时，这是一个非常强大的概念。我最喜欢的东西之一是，如果一家非常小的公司在其网站上投入大量资金，那么它在网络上看起来可能与一家非常大的公司一样强大和稳固。

事实上，一些较小的公司在网络上更时髦，更早地适应网络，因此它们实际上看起来比一些大公司现在的样子更好。

这将是一种非常平准的现象，但我认为大量的商品和服务将通过网络销售，或者至少创造出对这些商品和服务的需求。

TG: What else do you see in the near future for the web, besides the ability to shop in a more kind of complete way through the web?

TG：除了能够通过网络以更完整的方式购物之外，你还在网络的近期未来看到了什么？

SJ: It's not just shopping for goods and services. It's shopping for information. I mean, you're going to find out ... Already, when I want to find out the movies that are playing around Silicon Valley, I just go up on the local web page and check it out.

It's a lot faster than going through the newspaper, and a lot faster than calling the theaters, et cetera. More and more, we're shopping for information on the web. I just recently bought a Sony, one of the new Sony camcorders.

I went on Sony's web page, and I found out all about the ones they offer and picked the one I wanted right from that web page before I even called the store to try to find it physically. The demand to get me to buy that thing was created from Sony's web page.

I think we're going to see more and more of that. You're going to be buying information or finding information, and really making a lot of decisions about what you're going to do with your life, or what you're going to purchase, from the web.

SJ：这不仅仅是购买商品和服务。这是购买信息。我的意思是，你会发现.....现在，当我想要了解硅谷正在上映的电影时，我只需进入本地网页并查看即可。

这比翻阅报纸快得多，也比打电话给影院等要快得多。我们越来越多地在网上购买信息。我最近刚买了一台索尼，是索尼的新款摄像机。

我进入了索尼的网页，了解了他们提供的全部产品，并在打电话到商店实际寻找之前，直接从该网页上挑选了我想要的产品。让我购买该产品的需求是通过索尼的网页创建的。

我认为我们将会看到越来越多这样的情况。你将购买信息或查找信息，并真正就你将如何度过你的生活或你将从网上购买什么做出许多决定。

TG: Is the whole idea of going to the store to buy software going to become obsolete, too? Do you think we'll be downloading our software from the web?

TG：去商店购买软件的整个想法也会过时吗？你认为我们会从网上下载我们的软件吗？

SJ: Of course. Yeah, there's no question about it. There's no question that that will happen, and I think it will happen in the next twenty-four months. There's some software right now that's still very large.

The web on-ramps and off-ramps to corporations are now very fast, but the off-ramps to the consumers' homes are still not so fast.

For buying large software, such as CD-ROM games and stuff, they'll still be distributed on physical media for a while, but when the off-ramps to the consumer get faster, possibly with cable modems in the near future, then that could possibly go fully electronic as well.

SJ：当然。是的，毫无疑问。毫无疑问，那将会发生，我认为它将在未来 24 个月内发生。现在有一些软件仍然非常庞大。

企业现在可以非常快速地接入和退出网络，但退出到消费者家中的速度仍然不够快。

对于购买大型软件，例如 CD-ROM 游戏等，它们仍将在一段时间内以实体介质的形式分发，但当退出到消费者的速度变得更快时，可能在不久的将来使用有线调制解调器，那么它也可能完全电子化。

TG: Tell me what else you see for the web beyond the world of retail.

TG：告诉我除了零售领域之外，你还看到了网络的哪些发展。

SJ: There's a lot of things happening with the web right now, in terms of allowing people access to information that they would just never have before. What this does is, of course, it lets special-interest groups get together.

I know people who have had, as an example, a stroke, and have gotten on the web and found that there are several web pages now devoted to information for stroke victims where they can learn about some of the latest treatments.

They can learn about avoidance, the latest in avoidance advice, and things like that. Those things didn't exist before, as well.

SJ: 现在网络上正在发生很多事情，让人们能够访问以前从未有过的信息。当然，这样做的好处是，它让有特殊兴趣的人聚集在一起。

我认识一些人，例如，他们中风了，然后上网发现现在有几个网页专门提供中风患者的信息，他们可以在那里了解一些最新的治疗方法。

他们可以了解回避、最新的回避建议以及类似的事情。这些事情以前也不存在。

✂

TG: Do you think that when you were ousted from Apple that people kind of wrote you off? I mean, here you are with these big successes now.

TG: 你认为当你被赶出苹果时，人们是否会把你一笔勾销？我的意思是，你现在取得了这些巨大的成功。

SJ: Oh golly, I don't know. I'm sure that a lot of people did, and that was fine. It was a very painful time, as you might imagine.

SJ: 哦，天哪，我不知道。我确信很多人这么做了，那很好。那是一个非常痛苦的时期，正如你想象的那样。

TG: What, to be forced out of the company you created?

TG: 什么，被迫离开你创建的公司？

SJ: Oh, of course. That was a very painful time, but you just march forward, and you try to learn from it. One of the things I always tried to coach myself on was not being afraid to fail.

When you have something that doesn't work out, a lot of times, people's reaction is to get very protective about never wanting to fall on their face again.

I think that's a big mistake, because you never achieve what you want

without falling on your face a few times in the process of getting there. I've tried to not be afraid to fail, and, matter of fact, I've failed quite a bit since leaving Apple.

SJ：哦，当然。那是一个非常痛苦的时期，但你只能继续前进，并从中吸取教训。我一直努力训练自己的事情之一就是不要害怕失败。

当你有事情不顺利时，很多时候，人们的反应是变得非常谨慎，再也不想丢脸了。

我认为这是一个很大的错误，因为如果你想取得成功，在实现目标的过程中难免会经历几次失败。我一直努力做到不害怕失败，事实上，自从离开苹果后，我已经失败了很多次。

TG: Are you surprised at the problems Apple is having now, or did you see that coming?

TG：你对苹果现在遇到的问题感到惊讶吗，还是你预见到了这一点？

SJ: I try not to talk about Apple too much. What I will say is that the day I left Apple, we had a ten-year lead over Microsoft. In the technology business, a ten-year lead is really hard to come by.

It happens, maybe a company has that once every few decades, whether it be Xerox or IBM with mainframes. Apple had that with the graphical user interface. The problem at Apple was that they stopped innovating.

If you look at the Mac that ships today, it's 25 percent different than the day I left, and that's not enough for ten years and billions of dollars in R&D.

SJ：我尽量不谈论苹果。我要说的是，我离开苹果的那天，我们比微软领先十年。在技术行业，十年领先真的很难得。

它会发生，也许每隔几十年就会有一家公司拥有它，无论是施乐还是IBM 和大型机。苹果凭借图形用户界面做到了这一点。苹果的问题在于他们停止了创新。

如果你看看今天发售的 Mac，它与我离开时相比有 25% 的不同，这对于十年和数十亿美元的研发来说还不够。

It wasn't that Microsoft was so brilliant or clever in copying the Mac. It's that the Mac was a sitting duck for ten years. That's Apple's problem, is that their differentiation evaporated.

并不是说微软在复制 Mac 时如此聪明或机智。而是 Mac 十年来一直

是待宰的羔羊。这就是苹果的问题，他们的差异化消失了。

Unlike Compaq, or others who play in the Intel-Microsoft standard space, where they only ... Compaq only has to be 5 percent better than its competitors for everyone to want to buy their computers.

与康柏或其他在英特尔-微软标准领域中竞争的公司不同，他们只.....康柏只需要比竞争对手好 5%，每个人都想购买他们的电脑。

Apple has to be 50 percent or 100 percent better, because when you buy something that is out of the mainstream a little bit, you take a risk, and you want a much bigger reward for taking that risk.

苹果必须好 50% 或 100%，因为当你购买一些有点非主流的东西时，你就会冒风险，并且你希望冒这个险能获得更大的回报。

[...] That differentiation has not completely evaporated, but for the most part it has. That's the predicament Apple's in now. That's why cost-cutting and other things at Apple are not going to be the cure. The cure for Apple is to innovate its way out of its current predicament.

[...]这种差异并没有完全消失，但大部分已经消失了。这就是苹果公司现在面临的困境。这就是为什么苹果公司的成本削减和其他措施不会成为解决办法。苹果公司的解决办法是通过创新摆脱目前的困境。

There's a lot of good people left at Apple that are capable of doing that with the proper leadership, which is what's been missing.

苹果公司还有很多有能力做到这一点的优秀人才，只要有合适的领导层，而这正是目前所缺少的。

TG: Some Mac users are afraid that the Mac operating system is in danger of becoming obsolete in the way that Beta video became obsolete because it was outdone by VHS. What do you think?

TG：一些 Mac 用户担心 Mac 操作系统可能会像 Beta 视频因不敌 VHS 而过时一样过时。您怎么看？

SJ: I think with the appropriate leadership at Apple, that's not going to happen, but I think we have to wait and see.

SJ：我认为在苹果公司有合适的领导层的情况下，这种情况不会发生，但我认为我们必须拭目以待。

TG: Do you care? How still involved, invested, do you feel in the future of Apple, the company you co-created?

TG：您关心吗？您对您共同创建的公司 Apple 的未来还有多少参与感和投入感？

SJ: I'm happy every time a Mac gets shipped. I still have people sending me emails, telling me how much they love their Macs. It's sort of ... how do you explain it? It's like the first person you were ever in love with. You know?

It's like your first love, and there will never be another one like it. In my case, we were together for ten years, and that's a long time. But if you move on in your life, you can't always stay in love with your first girlfriend. Right?

SJ：每次 Mac 发货，我都很高兴。我仍然有人给我发电子邮件，告诉他们有多爱他们的 Mac。这有点.....你如何解释？就像你曾经爱过的第一个人。你知道吗？

就像你的初恋，永远不会有另一个像它一样。就我而言，我们在一起十年了，那是一段很长的时间。但如果你继续你的生活，你不能总是爱着你的初恋女友。对吧？

✂

TG: What do you think the state of the computer would be if it weren't for Apple? This is a chance, I guess, for a really self-serving answer. But, I mean, I'm really curious what you think.

TG：你认为如果没有苹果，计算机的状态会怎样？我想，这是一个机会，可以给出真正自私的答案。但是，我的意思是，我真的很想知道你的想法。

SJ: I usually believe that if one group of people didn't do something, within a certain number of years, the times would produce another group of people that would accomplish similar things.

We happened to be at the right place, at exactly the right time, with the right group of people. We did some wonderful work. I'm extraordinarily proud of the work that the team at Apple did when I was there.

I think that, personally, our major contribution was a little different than some people might think. I think our major contribution was in

bringing a liberal arts point of view to the use of computers.

SJ：我通常认为，如果一群人没有做某事，在一定年限内，时代会产生另一群人来完成类似的事情。

我们恰好出现在正确的地点，在完全正确的时间，与正确的人群在一起。我们做了一些很棒的工作。我对我在苹果时团队所做的工作感到非常自豪。

我认为，就个人而言，我们的主要贡献与一些人可能认为的略有不同。我认为我们的主要贡献在于将文科观点引入计算机的使用中。

TG: Yeah, explain what you mean by that.

TG：好的，解释一下你的意思。

SJ: What I mean by that is that if you really look at the ease of use of the Macintosh, the driving motivation behind that was to bring—not only ease of use to people so that many, many more people could use computers for nontraditional things at that time—but it was to bring beautiful fonts and typography to people.

It was to bring graphics to people, not for plotting laminar flow calculations, but so that they could see beautiful photographs, or pictures, or artwork, et cetera, to help them communicate what they were doing, potentially.

Our goal was to bring a liberal arts perspective and a liberal arts audience to what had traditionally been a very geeky technology and a very geeky audience.

SJ：我的意思是，如果你真的关注 Macintosh 的易用性，那么背后的驱动力就是带来——不仅是让人们易于使用，以便更多的人在当时能够将计算机用于非传统用途——而是为人们带来漂亮的字体和排版。

是为人们带来图形，不是为了绘制层流计算，而是为了让他们能够看到精美的照片、图片或艺术品等，以帮助他们传达他们正在做的事情，可能。

我们的目标是为传统上非常极客的技术和非常极客的受众带来文科的视角和文科的受众。

TG: What made you think that that more liberal arts direction was the direction to head in?

TG：是什么让你认为更文科的方向是前进的方向？

SJ: Because in my perspective, and the way I was raised, was that science and computer science is a liberal art. It's something that everyone should know how to use, at least, and harness in their life.

It's not something that should be relegated to 5 percent of the population over in the corner. It's something that everybody should be exposed to, everyone should have a mastery of, to some extent, and that's how we viewed computation, or these computation devices.

SJ: 因为在我看来，我成长的方式是，科学和计算机科学是一门文科。这是每个人都应该知道如何使用的东西，至少，并在他们的生活中利用它。

这并不是应该被归类到角落里 5% 的人口身上。这是每个人都应该接触到、每个人都应该在某种程度上掌握的东西，这就是我们看待计算或这些计算设备的方式。

TG: And you think that concept really caught on in the whole industry, eventually?

TG: 您认为这个概念最终真的在整个行业流行起来了么？

SJ: That's the seed of Apple: computers for the rest of us. I think the liberal arts point of view still lives at Apple. I'm not so sure that it lives that many other places.

I mean, one of the reasons I think Microsoft took ten years to copy the Mac was because they didn't really get it at its core.

SJ: 那是 Apple 的种子：为我们其他人准备的计算机。我认为文科观点仍然存在于 Apple。我不确定它是否存在于其他许多地方。

我的意思是，我认为 Microsoft 花了十年时间来复制 Mac 的原因之一是，他们并没有真正理解其核心。

TG: Do you think the PC, as we know it, is on the road of changing?

TG: 您认为我们所知的 PC 正在改变的道路上么？

SJ: That's a really big question. I think the PC as we know it is going to be around for quite some time, but the heart of the question is, are we entering a time window where we might see the first successful post-PC devices?

Personal digital assistants, or PDAs, attempted to be that and failed.

SJ: 这是一个非常大的问题。我认为我们所知的 PC 将会存在很长一段时间，但问题的核心是，我们是否正在进入一个可能看到第一批成功的后 PC 设备的时间窗口？

个人数字助理或 PDA 试图成为那样，但失败了。

The next attempt, I think, is going to be these very low-cost consumer internet appliances.

我认为，下一次尝试将是这些非常低成本的消费互联网设备。

Can somebody make a three-hundred-dollar box that hooks up to your television on one side and maybe hooks up to ISDN or a cable modem on the other side and allows you for, three hundred dollars, to have a web browser on your TV and to access the entire internet?

有人能造出一个三百美元的盒子，一边连接到你的电视，另一边可能连接到 ISDN 或有线调制解调器，让你花三百美元就能在电视上使用网络浏览器并访问整个互联网吗？

I think that's entirely possible, and I think that we're going to see those devices soon, hopefully some innovative marketing and distribution techniques surrounding those devices so that a lot of people can all of a sudden have an internet browser in their living room.

我认为这完全有可能，而且我认为我们很快就会看到这些设备，希望围绕这些设备有一些创新的营销和分销技术，以便很多人突然就能在他们的客厅里拥有一个互联网浏览器。

I think that's going to be very exciting, and I think that could be the beginning of the first real post-PC market.

我认为这会非常令人兴奋，而且我认为这可能是第一个真正的后 PC 市场开始。

TG: I know at Apple there was, at least early on, a very informal, non-corporate type of atmosphere. I wonder if there are any lessons you learned about what worked and didn't work in the corporate lifestyle at Apple that you've applied to your current companies, NeXT and Pixar.

TG：我知道在苹果公司，至少在早期，有一种非常非正式、非企业类型的氛围。我想知道你是否从苹果公司企业生活方式中学到了哪些有效和无效的经验教训，并将其应用到了你目前的公司 NeXT 和 Pixar。

SJ: Well, I don't know what a corporate lifestyle is. I mean, Apple was a corporation; we were very conscious of that. We were very driven to make money so that we could continue to invest in the things we loved.

I would say Apple was a corporate lifestyle, but it had a few very big differences to other corporate lifestyles that I'd seen. The first one was a real belief that there wasn't a hierarchy of ideas that mapped onto the hierarchy of the organization.

In other words, great ideas could come from anywhere and that we better sort of treat people in a much more egalitarian sense, in terms of where the ideas came from.

SJ：嗯，我不知道什么是企业生活方式。我的意思是，苹果公司是一家公司；我们对此非常清楚。我们非常努力地赚钱，以便我们能够继续投资于我们喜欢的东西。

我认为苹果是一种企业生活方式，但它与我所见过的其他企业生活方式有一些非常大的不同。第一个是真正相信不存在映射到组织层次结构的思想层次结构。

换句话说，伟大的想法可能来自任何地方，我们最好在思想的来源方面以更加平等的方式对待人们。

And Apple was a very bottoms-up company when it came to a lot of its great ideas. And we hired truly great people and gave them the room to do great work. A lot of companies—I know it sounds crazy—but a lot of companies don't do that. They hire people to tell them what to do.

在许多伟大的想法方面，苹果是一家非常自下而上的公司。我们聘请真正优秀的人才，并为他们提供发挥才能的空间。我知道这听起来很疯狂，但许多公司并没有这样做。他们雇用人们来告诉他们该做什么。

We hired people to tell us what to do. We figured we're paying them all this money, their job is to figure out what to do and tell us. And that led to a very different corporate culture, and one that's really much more collegial than hierarchical.

我们雇用人们来告诉我们该做什么。我们认为我们付给他们所有这些

钱，他们的工作就是弄清楚该做什么并告诉我们。这导致了一种截然不同的企业文化，一种比等级制度更具学院精神的文化。

TG: In spite of this kind of different approach to the corporate hierarchy, it was probably still a very high-stress place.

TG：尽管对企业等级制度采取了这种不同的方法，但它可能仍然是一个压力非常大的地方。

SJ: Well, we were very young, and most of the folks were not married, and so they could work fifteen-hour days. You didn't have a typical situation where you worked so that you can support your life. Your work was your life, in many cases.

SJ：嗯，我们当时都很年轻，大多数人没有结婚，所以他们可以每天工作十五个小时。你没有一个典型的情况，你工作是为了维持你的生活。在很多情况下，你的工作就是你的生活。

TG: Right. Do you feel you've changed from that? Is that still your life?

TG：对。你觉得你已经改变了吗？那仍然是你的生活吗？

SJ: I feel it is still my life, but it's not all my life. It's less of a percentage, but I still don't really ... I've never been able to think of my work and my life as different things. They're the same thing.

Where it used to be 99 percent of my life, it's maybe 50 percent of my life now.

SJ：我觉得它仍然是我的生活，但它不是我的全部生活。它所占的比例更小了，但我仍然没有真正地.....我从来没有能够把我的工作和我的生活看作是不同的东西。它们是一回事。

过去它曾经占据我生活中的 99%，现在它可能占据我生活中的 50%。

Email to NeXT Colleagues

发给 **NeXT** 同事的电子邮件

“White House”

“白宫”

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: [NeXT Colleagues]

收件人：[NeXT 同事]

Subject: White House

主题：白宫

Date: April 2, 1996, 4:17 p.m.

日期：1996 年 4 月 2 日下午 4:17

I am sending you this email from the White House !!

我从白宫给你发这封电子邮件！！

Steve

史蒂夫



Steve's slide rule. He was born before the electronic calculator.

史蒂夫的計算尺。他出生于电子计算器出现之前。



1996: At his childhood home, where Apple was founded.

1996 年：在他创立 *Apple* 的童年之家。

know my arc will fall makes me want to blaze while I am in the sky. Not for others, but for myself, for the trail I know I am leaving.

Now, as you live your arc across the sky, you want to have as few regrets as possible. Remember, regrets are different from mistakes. **Mistakes are those things that you did, and wish you could do over again.** In some you were a fool (usually concerning women), in others you were scarred, in others you hurt someone else. Some mistakes are deep, others not. But if your intent was pure they are almost always enriching in some way. So Mistakes are things that you did and wish you could do over again. **Regrets are most often things you didn't do, and wish you did.** I still regret not kissing Nancy Kinniman in High School. Who knows what might have happened? Maybe she regrets it too...

Parents

may times guff between you + parents
used to think Age - awake @ 16 $18 = 2$ $not\ 18-41 = 2x$
 $41 = 39$ 25 > 10x

They tell you that you will love your kids
never mention that you will fall in love with them
- loves of your life
- every injury or setback parents feel 10x
- will always see you as 5-6-7

Steve's notes on his speech at Palo Alto High School.

史蒂夫在帕洛阿尔托高中演讲的笔记。

Speech at Palo Alto High School

在帕洛阿尔托高中发表的演讲

“What you follow with your heart will indeed come back to make your life much richer.”

“你用心追随的东西确实会回来，让你的生活更加丰富。”

Steve spoke at the Palo Alto High School graduation in June 1996.

史蒂夫在 1996 年 6 月的帕洛阿尔托高中毕业典礼上发表了讲话。

I have been invited here today to address you as you leave high school, and in most cases your parents, too, to venture out into the world on your own. I am supposed to offer you some wisdom and advice that you may remember along your travels.

今天我受邀来此，在你们离开高中，大多数情况下也离开父母，独自闯荡世界之际，对你们发表讲话。我应该向你们提供一些智慧和建议，以便你们在旅途中铭记。

I will address my remarks to you, the students, rather than to your parents. It is proper that I do so, being that the only wisdom I have comes from my advanced age; your parents are as old as I am, and much wiser, I am sure.

我会把我的讲话对象定为你们这些学生，而不是你们的父母。这样做是恰当的，因为我拥有的唯一智慧来自我的高龄；你们的父母和我一样老，而且我确信他们更睿智。

However, I am wiser than you, and maybe you will listen to me more than you listen to your parents. Some of your parents may not agree, or agree fully, with what I will say today. This is OK.

然而，我比你们更睿智，也许你们会比听父母的话更愿意听我的话。你们中的一些父母可能不同意，或者不完全同意我今天要说的话。这没关系。

I will simply be one of the first in your post-high-school life to fill your head with ideas that they disagree with. Wait until you get to college!

我只不过是你们高中后生活中第一个向你们灌输他们不认同的思想的人。等到你们上了大学就知道了！

But, in any event, if there is any discordance between what they have told you and what you hear from me today, rest assured that I am right.

但是，无论如何，如果他们告诉你们的内容与你们今天从我这里听到的内容不一致，请放心，我是正确的。

Be aware of the world's magical, mystical, and artistic sides. The most important things in life are not the goal-oriented, materialistic things that everyone and everything tries to convince you to strive for. Most of you know that deep inside.

要意识到世界的神奇、神秘和艺术的一面。生活中最重要的事情不是以目标为导向的、物质主义的东西，每个人和每件事都试图说服你去争取这些东西。你们大多数人内心深处都知道这一点。

Think back on this spring—the last three or four months—when you are winding down high school, know where you are going next year, and begin to really have strong intuitions about the world you will encounter.

回想一下这个春天——过去的三四个月——当你高中即将结束，知道你明年要去哪里，并开始真正对你会遇到的世界产生强烈的直觉。

Maybe you see an image of yourself in Paris, sculpting in an artist's studio as the setting sun shines in the paned windows. Maybe you're in India, running a hospital for poor children, and you hear the distant clatter of the outdoor marketplace in the early morning.

也许你看到自己在巴黎的形象，在艺术家的工作室里雕刻，夕阳照在镶着玻璃的窗户上。也许你在印度，为贫困儿童开办了一家医院，你听到清晨户外市场传来的遥远喧闹声。

Maybe you see yourself in a recording studio laying down a track for your album. Maybe you see yourself alone in a rented room at 4:30 in the morning being the only person alive to understand a new law of physics you just figured out.

也许你看到自己在录音棚里为你的专辑录制曲目。也许你看到自己在凌晨 4:30 独自一人租住的房间里，成为唯一一个理解你刚刚发现的新物理定律的人。

Whatever it may be, I bet many of you have had some of these intuitive feelings about what you could do with your lives. These

feelings are very real, and if nurtured can blossom into something wonderful and magical.

无论是什么，我敢打赌你们许多人对你们能用自己的生命做什么都有过一些这样的直觉。这些感觉非常真实，如果加以培养，就能绽放出美妙而神奇的东西。

A good way to remember these kinds of intuitive feelings is to walk alone near sunset—and spend a lot of time looking at the sky in general. We are never taught to listen to our intuitions, to develop and nurture our intuitions.

记住这些直觉感受的一个好方法是在日落时分独自散步——并花大量时间仰望天空。我们从未被教导过倾听我们的直觉，发展和培养我们的直觉。

But if you do pay attention to these subtle insights, you can make them come true.

但如果你确实注意这些微妙的见解，你可以让它们成真。

People will come at you with reasons why you shouldn't do these things:

人们会用你为什么不应该做这些事情的理由来攻击你：

You can't make a living writing songs. (Right, just ask Bob Dylan.)

你不能靠写歌为生。（对，问问鲍勃·迪伦就知道了。）

Helping children in India is nice, but you need to prepare for real life. (Just ask Mother Teresa.)

帮助印度儿童很好，但你需要为现实生活做好准备。（问问特蕾莎修女就知道了。）

You could be doing so much more with your life.

你本可以做更多的事情来改变你的生活。

(You can hear Albert Einstein's parents encouraging him to get a real job, when he was working a low-level job in the Swiss patent office rather than teaching in a university, so that he could stay up late at night working through his new ideas.)

（你可以听到阿尔伯特·爱因斯坦的父母鼓励他找一份正经工作，当时他在瑞士专利局做一份低级工作，而不是在大学里教书，这样他就可以

熬夜研究他的新想法。)

If you don't have any of these feelings, called dreams, then you're in trouble. Before you "spend" four or more years of your life going in a direction your heart may or may not want you to go, you need to recapture them.

如果你没有任何梦想，那么你就有麻烦了。在你“花费”四到更多年时间朝着你的内心可能希望或不希望你前进的方向前进之前，你需要重新找回它们。

Be a creative person. Creativity equals connecting previously unrelated experiences and insights that others don't see.

成为一个有创造力的人。创造力等于将以前不相关的经验和见解联系起来，而其他人看不到这些联系。

You have to have them to connect them. Creative people feel guilty that they are simply relaying what they "see." How do you get a more diverse set of experiences? Not by traveling the same path as everyone else ...

你必须拥有它们才能将它们联系起来。有创造力的人会因为他们只是在转述他们“看到”的东西而感到内疚。你如何获得更多多样化的经验？不是通过与其他人走相同的道路.....

I'll give you an example. The college I went to was a small liberal arts college in Portland, Oregon, named Reed College. It was, at that time, the center of a calligraphy revival movement in the US.

我给你举个例子。我上的大学是俄勒冈州波特兰市的一所小型文理学院，名叫里德学院。当时，它是美国书法复兴运动的中心。

I ended up taking a calligraphy course before I left college, and at the age of eighteen was exposed to a totally new world of typography, graphic layout, font design, and the like.

我在离开大学之前参加了一门书法课程，十八岁时接触到了一个全新的世界，包括排版、图形布局、字体设计等。

There was no hope of earning any income from this skill or knowledge, and some of my friends derided me for wasting my time and talents on learning how to write with "fancy letters."

从这项技能或知识中赚取任何收入都是没有希望的，我的一些朋友嘲笑我浪费时间和才能来学习如何用“花哨的字母”书写。

However, years later, when we were designing the Macintosh, it was this very same experience and set of insights which drove me to insist that we find a way to use proportionally spaced type and offer a range of fonts—in essence, to bring a much richer world of typography to the computer world than had ever existed before.

然而，多年后，当我们在设计 Macintosh 时，正是这种经历和一系列见解促使我坚持认为我们必须找到一种方法来使用按比例间隔的字体并提供一系列字体——从本质上来说，为计算机世界带来一个比以往任何时候都更丰富的排版世界。

And this also led to the LaserWriter printer, so that one could print these letterforms with the quality they deserved.

这也催生了 LaserWriter 打印机，以便人们能够以应有的质量打印这些字母形式。

And this set the stage for “desktop publishing.” I tell you truly: none of this would have ever happened at Apple if I had sacrificed that calligraphy class for a more “substantive” class of economics or engineering.

而这为“桌面出版”奠定了基础。我郑重地告诉你：如果我为了更“实质性”的经济学或工程学课程而牺牲了那门书法课，这一切都不可能在苹果公司发生。

So to be a creative person, you need to “feed” or “invest” in yourself by exploring uncharted paths that are outside the realm of your past experience. Seek out new dimensions of yourself—especially those that carry a romantic scent.

因此，要成为一个有创造力的人，你需要通过探索你过去经验范围之外的未知领域来“滋养”或“投资”自己。寻找自己的新维度——尤其是那些带有浪漫气息的维度。

But one has no way of knowing which of these paths will lead anywhere in advance. That’s the wonderful thing about it, in a way. The only thing one can do is to believe that some of what you follow with your heart will indeed come back to make your life much richer. And it will.

但事先无法知道哪条道路可以通向何方。从某种意义上说，这就是它的奇妙之处。人们唯一能做的是相信，你用心追随的部分道路确实会让你的人生更加丰富。而且它会实现。

And you will gain an ever firmer trust in your instincts and intuition.

你将对自己的直觉和灵感有更坚定的信任。

Don't be a career.

不要成为职业生涯。

The enemy of most dreams and intuitions, and one of the most dangerous and stifling concepts ever invented by humans, is the "Career." A career is a concept for how one is supposed to progress through stages during the training for and practicing of your working life.

大多数梦想和直觉的敌人，也是人类有史以来发明过的最危险、最令人窒息的概念之一，就是“职业生涯”。职业生涯是一个概念，即一个人应该如何在工作生活的培训和实践中逐步取得进展。

There are some big problems here. First and foremost is the notion that your work is different and separate from the rest of your life. If you are passionate about your life and your work, this can't be so. They will become more or less one.

这里有一些大问题。首先也是最重要的，就是认为你的工作与你生活的其他部分不同且是分开的。如果你对你的生活和工作充满热情，那就不可能这样。它们或多或少会成为一体。

This is a much better way to live one's life.

这是一种好得多的生活方式。

[The] risk factor quotient goes down as you encounter the real world. Many [people] find what they believe to be safe harbors (lawyers and accountants), only to wake up ten or fifteen years later and discover the price they paid.

当你遇到现实世界时，风险因素商会下降。许多[人]找到了他们认为安全的避风港（律师和会计师），结果十年或十五年后才醒悟过来，发现自己付出了代价。

Make your avocation your vocation. Make what you love your work.

让你的爱好成为你的职业。让你的热爱成为你的工作。

The journey is the reward. People think that you've made it when you've gotten to the end of the rainbow and got the pot of gold. But they're wrong. The reward is in the crossing the rainbow. That's easy for me to say—I got the pot of gold (literally).

旅程就是奖赏。人们认为，当你走到彩虹的尽头，得到一罐金子时，你就成功了。但他们错了。奖赏在于穿越彩虹。这对我来说很容易说——我得到了那罐金子（从字面上讲）。

But if you get to the pot of gold, you already know that that's not the reward, and you go looking for another rainbow to cross.

但如果你得到了那罐金子，你已经知道那不是奖赏，你就会去找另一道彩虹去穿越。

Think of your life as a rainbow arcing across the horizon of this world. You appear, have a chance to blaze in the sky, then you disappear.

把你的生活想象成一道横跨这个世界地平线的彩虹。你出现，有机会在空中闪耀，然后你消失。

The two endpoints of everyone's rainbow are birth and death. We all experience both completely alone. And yet, most people of your age have not thought about these events very much, much less even seen them in others. How many of you have seen the birth of another human?

每个人的彩虹的两端都是出生和死亡。我们都独自经历这两件事。然而，你们这个年龄的大多数人并没有过多地思考过这些事件，更不用说在其他人身上看到过它们了。你们中有多少人见过另一个人的出生？

It is a miracle. And how many of you have witnessed the death of a human? It is a mystery beyond our comprehension. No human alive knows what happens to "us" upon or after our death. Some believe this, others that, but no one really knows at all.

这是一个奇迹。你们中有多少人目睹过一个人的死亡？这是一个我们无法理解的谜。没有一个活着的人知道在我们死亡时或死亡后会发生什么。“我们”。有些人相信这个，另一些人相信那个，但没有人真正知道。

Again, most people of your age have not thought about these events very much, and it's as if we shelter you from them, afraid that the thought of mortality will somehow wound you. For me it's the opposite: to know my arc will fall makes me want to blaze while I am in the sky.

同样，你们这个年龄的大多数人并没有过多地思考过这些事件，就好像我们保护你们远离它们，害怕死亡的念头会以某种方式伤害你们。对

我来说，情况正好相反：知道我的弧线会下降，让我想要在我身处天空时尽情燃烧。

Not for others, but for myself, for the trail I know I am leaving.

不是为了别人，而是为了我自己，为了我知道自己正在留下的痕迹。

Now, as you live your arc across the sky, you want to have as few regrets as possible. Remember, regrets are different from mistakes. Mistakes are those things that you did and wish you could do over again. In some you were a fool (usually concerning women).

现在，当你们在天空划过自己的弧线时，你们希望尽可能少地留下遗憾。记住，遗憾不同于错误。错误是你做了某件事，并希望能够重新做一遍。在某些事情上你很愚蠢（通常与女人有关）。

In others you were scared. In others you hurt someone else. Some mistakes are deep, others not. But if your intent was pure, they are almost always enriching in some way. So mistakes are things that you did and wish you could do over again.

在其他情况下，你感到害怕。在其他情况下，你伤害了别人。有些错误很严重，有些则不然。但如果你的意图是纯洁的，它们几乎总是以某种方式充实着你。所以错误是你做过的事情，并希望你能重新做一遍。

Regrets are most often things you didn't do, and wish you did. I still regret not kissing Nancy Kinniman in high school. Who knows what might have happened? Maybe she regrets it too ...

遗憾通常是你没有做的事情，而你希望你做了。我仍然后悔在高中时没有亲吻南希·金尼曼。谁知道会发生什么？也许她也后悔了.....

Interview about Pixar

关于皮克斯的采访

“To put these stories into the culture ... is a rare opportunity.”

“将这些故事融入文化.....是一个难得的机会。”

On November 22, 1996, Steve discussed leading Pixar, his strategy for the studio's future, and the privilege of creating stories for future generations.

1996年11月22日，史蒂夫讨论了领导皮克斯、他对工作室未来的战略以及为子孙后代创作故事的特权。

Q: What kinds of things did you need to do, both personally (learning to become a filmmaker) and as a businessman, to put the company where it is today?

问：为了让公司发展到今天，你个人（学习成为一名电影制作人）和作为一名商人需要做些什么？

Steve Jobs: Well, Pixar is a studio. I'm not a filmmaker. I don't direct our films. [...] What I try to do is help create the environment where all these incredible people can make films. We've got a really unique thing in the industry, in that the very best creative people will only go to work at a few places: Disney, Pixar, possibly DreamWorks.

In the same sense, the very best computer scientists in computer graphics will only go to work at a few places. Pixar is one of those, but most of the studios are not because they don't have [our] level of technical culture there.

I think Pixar is the only place in the world that can hire the best from both of these areas.

And we've worked for ten years to figure out a way to have them all work together, which is not easy, because the Hollywood culture and the Silicon Valley culture are really different. We think we've picked the best from both.

史蒂夫·乔布斯：好吧，皮克斯是一家工作室。我不是电影制作人。我不执导我们的电影。[...] 我试图做的是帮助创造一个环境，让这些不可思议的人都能制作电影。我们在业界有一件非常独特的事情，那就是

最优秀的人才只会去几个地方工作：迪士尼、皮克斯，可能还有梦工厂。

同样，计算机图形领域最优秀的计算机科学家只会去少数几家公司工作。皮克斯就是其中之一，但大多数工作室都不是，因为它们没有[我们]那样的技术文化水平。

我认为皮克斯是世界上唯一能从这两个领域聘请到最优秀人才的地方。

我们花了十年的时间才想出一种方法让他们所有人能够一起工作，这并不容易，因为好莱坞文化和硅谷文化真的截然不同。我们认为我们从两者中选择了最好的。

✂

Q: I've heard that there are no contracts at Pixar, and that's different than a lot of Hollywood productions. What's the philosophy behind that?

问：我听说皮克斯没有合同，这与许多好莱坞制作不同。背后的理念是什么？

SJ: In this blending of [cultures], one of the things that we encountered was that the Hollywood culture and the Silicon Valley culture each use different models of employee retention. Hollywood uses the stick, which is the contract.

And Silicon Valley uses the carrot, which is the stock option. We examined both of those in really pretty great detail: economically, but also sort of psychologically and culture-wise. What kind of culture do you end up with?

SJ：在[文化]融合中，我们遇到的其中一件事是，好莱坞文化和硅谷文化各自使用不同的员工保留模式。好莱坞使用的是大棒，即合同。

而硅谷使用的是胡萝卜，即股票期权。我们对这两者都进行了非常详细的考察：从经济上，但也从心理上和文化上。你最终会得到什么样的文化？

And while there's a lot of reasons to want to lock down your employees for the duration of a film, because if somebody leaves, you know you're at risk, those same dangers exist in Silicon Valley.

虽然有很多理由想在电影拍摄期间锁定你的员工，因为如果有人离开，你知道你面临风险，同样的危险也存在于硅谷。

During an engineering project, you don't want to lose people, and yet [Silicon Valley] managed to evolve another system other than contracts.

在工程项目中，你不想失去人才，然而 [硅谷] 设法演化出除了合同之外的另一种制度。

And we prefer the Silicon Valley model in this case: give people stock in the company so that we all have the same goal, which is to create shareholder value.

在这种情况下，我们更喜欢硅谷模式：给员工公司股票，这样我们都有共同的目标，那就是创造股东价值。

But [not having contracts] also makes us constantly worry about making Pixar the greatest company we can, so that nobody would ever want to leave.

但 [没有合同] 也让我们不断担心如何让皮克斯成为我们所能做到的最棒的公司，这样就没有人会想离开。

When you sign a contract with somebody, you can sort of say, "Well, I don't have to worry about that person for five years." You know?

当你与某人签订合同时，你可以说，“好吧，我五年内不用担心这个人。”明白吗？

And if you're real sophisticated, you'll have a little database that tickles you six months before their contract's up so you can start paying them more attention.

如果你真的很老练，你会有一个小数据库，在他们的合同到期前六个月提醒你，这样你就可以开始更多地关注他们。

And they're the most important person in the world for six months, and then after they sign up again, you put them in a drawer.

然后在接下来的六个月里，他们就是世界上最重要的人，然后在他们再次签约后，你就会把他们束之高阁。

Our system's a little different than that. Every single day we worry about how we can make Pixar a better company so that nobody will ever want to leave, and so we don't take anybody for granted.

Because if they don't want to be at Pixar, then probably they should

leave anyway—whether or not they would ever have a contract.

我们的系统与之略有不同。我们每天都在担心如何让皮克斯成为一家更好的公司，这样就没有人会想离开，我们也不会把任何人视为理所当然。

因为如果他们不想在皮克斯，那么他们无论是否签订合同都应该离开。

✂

SJ: In technology, and at Pixar on the creative side, you've got incredibly talented people who are also rare and in demand. If you don't treat them right, they can go get another job in ten minutes. Right?

SJ: 在技术领域，以及在皮克斯的创意部门，你拥有才华横溢的人才，他们也很稀缺，而且供不应求。如果你不善待他们，他们可以在十分钟内找到另一份工作。对吧？

So a strange thing happens: the hierarchy of power sort of inverts, and the CEO is actually at the bottom. I sort of feel like I work for most of these people because they're the ones that are doing all the brilliant work.

所以发生了一件奇怪的事情：权力等级结构发生了颠倒，而首席执行官实际上处于最底层。我感觉自己像是在为这些人工作，因为他们才是做所有出色工作的人。

And it's the same in software. It's the same thing. The best people are very hard to come by, and so it's management's job to support them because they're on the front lines doing the work. ✂

在软件领域也是如此。情况是一样的。最优秀的人才很难找到，因此管理层的工作就是支持他们，因为他们在一线工作。✂

Q: How is your relationship with Pixar different than Louis B. Mayer or some of the great studio heads who may not have been directors or producers themselves, but who certainly had a great deal to do with what was done?

问：你与皮克斯的关系与路易斯·B·梅耶或一些可能并非导演或制片人本身，但肯定与所做的事情有很大关系的伟大制片厂负责人有什么不同？

SJ: Well, we're a small studio, and so we don't want to let any of this go to our heads.

SJ：嗯，我们是一个小型工作室，所以我们不想让这些事情冲昏头脑。

What we're trying to do is to build a great animation studio. We stay very focused on that. The other great animation studio is, of course, Disney. And they've done an incredible job.

我们正在努力做的是建立一个伟大的动画工作室。我们对此非常专注。当然，另一家伟大的动画工作室是迪士尼。他们做得非常出色。

Feature animation is really at the heart of Disney; they've created all the character franchises that really breathe life into the theme parks.

故事片动画是迪士尼的核心；他们创造了所有真正赋予主题公园生命力的角色特许经营权。

And if you look at where [Disney's] profits come from, a tremendous amount of it is dependent on feature animation, as are the theme parks.

如果你看看[迪士尼的]利润来源，其中很大一部分依赖于故事片动画，主题公园也是如此。

What we're doing is just a pure play to build a feature animation studio. My role is to try to understand the pieces we need to put in place to do that, to work with everybody to attract and retain the people to do that, and to get a clear strategy in place.

我们正在做的事情只是纯粹为了建立一个故事片动画工作室。我的角色是尝试了解我们需要到位哪些要素来做到这一点，与每个人合作以吸引和留住人才来做到这一点，并制定一个明确的战略。

And [I] help with the relationships with Disney and other people.

并且[我]帮助处理与迪士尼和其他人的关系。

I enjoy it tremendously. We've got an incredible collection of people at Pixar, so I learn a lot. I learn a lot. ∞

我非常享受它。我们在皮克斯有一群不可思议的人，所以我学到了很多。我学到了很多。∞

SJ: I like to get in there and help where I can. But my greatest joy is when we have people that are much better than I am at something, so I can forget about it, and not worry about it, and get on to something else where I can help. ∞

SJ：我喜欢参与其中，并在力所能及的地方提供帮助。但最让我高兴的是，当我们有的人在某些方面比我强很多时，这样我就可以忘记它，不必担心它，然后去做其他我能提供帮助的事情。✂

SJ: Making an animated film is entirely different than making a live-action film. When you make a live-action film, a director typically shoots between ten and twenty-five times as much footage as will end up on the screen.

They take that into the editing room and they build their film. And hopefully they can do a good job, because if they can't, it's too late—the actors are gone, the sets are down.

SJ：制作动画电影与制作真人电影完全不同。在制作真人电影时，导演通常会拍摄十到二十五倍于最终呈现在屏幕上的镜头。

他们将这些镜头带到剪辑室并制作出电影。希望他们能做得很好，因为他们做不到，那就太晚了——演员已经走了，布景也拆除了。

Walt Disney realized many decades ago that animation was so expensive that you couldn't afford to animate ten times more than what you need. Matter of fact, you don't want to animate even 10 percent more than what you need.

几十年前，沃尔特·迪士尼意识到动画制作非常昂贵，你无法承受制作出十倍于你需要的动画。事实上，你甚至不想制作出超过你需要的10%的动画。

And therefore, the only conclusion you can come to is, you have to edit your film before you make it. Disney pioneered a lot of techniques for doing that, and they've refined those over the last sixty years.

因此，你唯一能得出的结论是，你必须在制作电影之前对其进行剪辑。迪士尼率先采用了多种技术来做到这一点，并且在过去六十年里对这些技术进行了改进。

Working with Disney gave us access to that wisdom that you can't buy for love or money: the wisdom and experience of having made tens of feature animated films. And I think we learned a tremendous amount. ∞

在迪士尼工作让我们接触到了无法用金钱或爱买到的智慧：制作数十部动画长片所积累的智慧和经验。我认为我们学到了很多。✂

SJ: Ten years ago, when we made the landmark short film *Luxo Jr.*, it took about three hours on average to render each frame. Fast-forward to today. Computers are a hundred times faster, and yet in *Toy Story* it took three hours on average to render each frame. And the reason was the frames were a hundred times more complex in many cases.

SJ: 十年前，当我们制作具有里程碑意义的动画短片《小台灯》时，平均每帧渲染需要大约三个小时。快进到今天。计算机的速度提高了百倍，但在《玩具总动员》中，平均每帧渲染仍需三个小时。原因是很多情况下，帧的复杂程度提高了百倍。

And we're throwing between five and ten times more computer power at our second feature film, code name *Bugs*, than we did at *Toy Story*. And it'll still take three hours to render each frame. Our ambitions visually are growing as fast as the technology can feed them. And so I think the visual worlds which we'll be able to create will be much richer over time.

在我们的第二部动画长片（代号为《虫虫特工队》）中，我们投入的计算机算力是《玩具总动员》的五到十倍。但每帧渲染仍需三个小时。我们的视觉野心与技术所能提供的支持一样迅速增长。因此，我认为随着时间的推移，我们能够创造的视觉世界将更加丰富。

On the creative side, though, I think the art of storytelling is very old. And no amount of technology can turn a bad story into a good story. [...] Storytelling is a real art, and that's something that we're always going to be working on very, very hard.

I don't think it's changed in a long time, and I'm not sure it will. And I don't think it's something that the technology has anything to do with.

不过，在创作方面，我认为讲故事的艺术非常古老。没有任何技术可以将一个糟糕的故事变成一个好故事。[...] 讲故事是一门真正的艺术，这是我们一直非常努力在做的事情。

我认为它很长时间都没有改变过，而且我不确定它是否会改变。我认为这不是技术可以解决的问题。

✂

SJ: You can hardly find an Apple II around too much anymore. You still can in the schools, but that's about it. It's not clear whether you'll be able to boot up a Macintosh five years from now or not.

All these technology boxes and all this software: it has a life of a year or two, if you're very lucky. If it has a life of five years, it's extraordinary.

And every once in a while, something has a life of ten to fifteen years—and I've been lucky to be associated with a few of those products as well. But sooner or later, they all become part of the sedimentary layer that is the foundation for new innovation.

SJ：你很难再找到 Apple II 了。你仍然可以在学校里找到它，但仅此而已。现在还不清楚你是否能够在五年后启动 Macintosh。

所有这些技术盒子和软件：如果你非常幸运，它的寿命只有一两年。如果它的寿命有五年，那就很了不起了。

而且每隔一段时间，就会出现一些寿命为十到十五年的东西——我也很幸运地参与了一些此类产品的开发。但迟早，它们都会成为沉积层的一部分，成为新创新的基础。

[By contrast] Disney released its first animated feature film, *Snow White*, in 1937. That's sixty years ago. A few years ago, they rereleased it on video and sold 28 million copies, making probably around a quarter billion dollars of profits—sixty years after its initial release!

[相比之下] 迪士尼于 1937 年发布了其第一部动画长片《白雪公主》。那是六十年前。几年前，他们重新发布了这部影片的录像带并售出了 2800 万份，获利约 2.5 亿美元——而这已经是它最初发布的六十年后了！

And I have a young son. We got *Snow White*, and he loved it. He watched it thirty, forty times. And it really struck me that I know people on most of the continents of this world, and I think everyone I know knows the story of *Snow White*. I don't think I know one person who hasn't seen it.

我有一个小儿子。我们买了《白雪公主》，他很喜欢。他看了三十遍、四十遍。这让我意识到，我认识的人遍布世界上的大多数大陆，而我认为我认识的每个人都知道《白雪公主》的故事。我想不出一位没看过这部电影的人。

Watching my son watch this, it really hit me that these stories renew themselves with each generation of young children. You read Joseph Campbell; these are our myths. Here's something that's sixty years old that's regenerating itself in my son and other young children.

看着儿子观看这部电影，我意识到这些故事会随着每一代年轻孩子的成长而不断更新。你读过约瑟夫·坎贝尔的作品；这些就是我们的神话。

这是一部六十年前的作品，正在我儿子和其他孩子身上焕发新生。

And I think people are going to be watching *Toy Story* in sixty years. Not because of the computer graphics, but because of the story about friendship. And that's something really amazing to me, something very different than the industry I worked in in the past.

我认为人们在六十年后还会观看《玩具总动员》。不是因为计算机图形，而是因为关于友谊的故事。这对我来说是一件非常了不起的事情，与我过去从事的行业截然不同。

To have the opportunity to put these stories into the culture like this, if we can work really hard and be lucky again and again, is a rare opportunity. And I think everybody at Pixar feels really, really privileged to have this opportunity.

有机会将这些故事融入文化，如果我们能非常努力地工作，并且一次又一次地幸运，这是一个难得的机会。我认为皮克斯的每个人都感到非常荣幸，能够拥有这个机会。

Email to Pixar Employees

发给皮克斯员工的电子邮件

“The Pixar Holiday Waltz”

“皮克斯假日华尔兹”

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Pixar

收件人：皮克斯

Subject: Pixar Holiday Waltz

主题：皮克斯假日华尔兹

Date: December 12, 1996, 4:03 p.m.

日期：1996 年 12 月 12 日，下午 4:03

I am told that around 40 of us are feeling uncomfortable coming to the Pixar Holiday Waltz because we don't have a guest or because we feel it's a “hoity toity*” affair that does not reflect “who we are.”

我听说我们大约有 40 人因为没有伴侣或觉得这是一场不符合“我们是谁”的“装腔作势*”的活动而感到不舒服，不想参加皮克斯假日华尔兹舞会。

I think very few of us belong to the waltz crowd, nor often attend formal affairs like this (my last waltz was ten years ago). That's exactly why this promises to be so much fun – it's a chance to see ourselves and our colleagues in a strange costume (tuxedo) doing a totally foreign activity (waltzing). This may be your last chance during this lifetime to see your favorite TD trying to dance in a tuxedo.

我认为我们当中很少有人属于华尔兹人群，也不经常参加这样的正式活动（我上次参加华尔兹舞会还是十年前）。这正是它如此有趣的原因——这是一个机会，让我们看到自己和同事穿着奇怪的服装（燕尾服）做着完全陌生的活动（华尔兹）。这可能是你此生最后一次看到你最喜欢的技术总监穿着燕尾服跳舞了。

As for being single, all I can say is that cutting in on a lovely lady or

elegant gentleman during a waltz is considered proper and flattering. You might also enjoy the food, music, friends and ambience.

至于单身，我只能说，在华尔兹舞会上插队邀请一位可爱的女士或优雅的绅士跳舞被认为是得体和恭维的行为。你还可以享受美食、音乐、朋友和氛围。

I do hope those of you not planning to attend reconsider joining your friends and colleagues at our Pixar Holiday Waltz. We will miss you if you don't come. What do you have to lose? You just might love it.

我确实希望那些不打算参加的人重新考虑加入我们的皮克斯假日华尔兹舞会，与你的朋友和同事们共度美好时光。如果你不来，我们会想念你的。你有什么可失去的呢？你可能会喜欢它。

Steve

史蒂夫

*hoity-toity adj (1690)

*装腔作势 adj (1690)

1: thoughtlessly silly or frivolous: FLIGHTY

1：轻率地愚蠢或轻浮：轻率的

2: marked by an air of assumed importance: HIGHFALUTIN

2：以一种自以为是的态度为标志：高高在上的



T H E

P I X A R

H O L I D A Y W A L T Z

Saturday December 14, 1996

7:00pm

Sheraton Palace Hotel

Market & New Montgomery

B L A C K T I E

A D M I T O N E

A staff invitation to the Pixar Holiday Waltz.

皮克斯假日华尔兹的员工邀请函。

Interview for In the Company of Giants

在巨头公司中的访谈

“The worst thing that someone can do in an interview is to agree with me.”

“在面试中，最糟糕的事情就是附和我的意见。”

In the 1990s, when Steve was running NeXT and Pixar, two Stanford Business School students won a lunch with him at a charity auction. They later interviewed him for a book profiling business leaders in technology.

在 20 世纪 90 年代，当史蒂夫经营 NeXT 和皮克斯时，两位斯坦福商学院的学生在慈善拍卖中赢得了一次与他共进午餐的机会。他们后来采访了他，为一本介绍科技界商业领袖的书做资料收集。

Steve Jobs: You'd better have great people, or you won't get your product to market as fast as possible. Or you might get a product to market really fast, but it will be really clunky and nobody will buy it. There are no shortcuts around quality, and quality starts with people.

Maybe shortcuts exist, but I'm not smart enough to have ever found any.

史蒂夫·乔布斯：你最好拥有优秀的人才，否则你无法尽快将产品推向市场。或者你可能会非常快地将产品推向市场，但它会非常笨拙，没有人会购买它。在质量方面没有捷径，而质量始于人才。

也许捷径是存在的，但我才疏学浅，从未发现过任何捷径。

I spend 20 percent of my time recruiting, even now. I spend a day a week helping people recruit. It's one of the most important things you can do.

即使现在，我也会花 20% 的时间来招聘人才。我每周花一天时间帮助人们招聘。这是你能做到的最重要的事情之一。

Q: If finding the A players is so important, how can you tell who is an A player and who isn't?

问：如果找到 A 类人才如此重要，你如何判断谁是 A 类人才，谁不是？

SJ: That's a very hard question. Ultimately there are two paths. If a

candidate has been in the workplace for a while, you have to look at the results. There are people who look so good on paper and talk such a good story but have no results behind them.

They can't point to breakthroughs or successful products that they shipped and played an integral part in. Ultimately the results should lead you to the people. As a matter of fact, that's how I find great people.

I look at great results and I find out who was responsible for them.

SJ：这是一个非常困难的问题。最终有两种途径。如果候选人已经在工作场所待了一段时间，你必须查看结果。有些人看起来很好，说得很好，但没有取得任何成果。

他们无法指出他们发布并发挥了不可或缺的作用的突破或成功产品。最终，结果应该引导你找到合适的人。事实上，这就是我找到优秀人才的方式。

我关注优秀的结果，找出对这些结果负责的人。

However, sometimes young people haven't had the opportunity yet to be in a position of influence to create such results. So here you must evaluate potential. It's certainly more difficult, but the primary attributes of potential are intelligence and the ability to learn quickly.

然而，有时年轻人还没有机会处于能够创造出此类结果的影响力位置。因此，你必须在这里评估潜力。这当然更难，但潜力的主要属性是智力和快速学习的能力。

Much of it is also drive and passion—hard work makes up for a lot.

其中很大一部分也是动力和激情——努力工作可以弥补很多不足。

When you recruit, you're rolling the dice. No matter what, you're rolling the dice because you've only got an hour to assess the candidate. The most time I spend with somebody is an hour, and I must then recommend whether we hire the person or not.

你在招聘时是在掷骰子。无论如何，你都在掷骰子，因为你只有一小时来评估候选人。我与某人共度的时间最多是一个小时，然后我必须建议我们是否雇用此人。

Others will recommend, too, so I won't be the only one, but I'll still have to throw my vote in the hat.

其他人也会推荐，所以我不必是唯一一个，但我仍然必须投出我的选

票。

Ultimately it comes down to your gut feeling. Your gut feeling gets refined as you hire more people and see how they do. Some you thought would do well don't, and you can sense why.

最终，这取决于你的直觉。随着你雇用更多的人并观察他们的表现，你的直觉会得到提升。你认为会做得很好的人却没有做到，你可以感觉到原因。

If you study it a bit you might say, "I thought this person was going to do well, but I overlooked this aspect," or, "I didn't think this person would do well, but they did and here's why." As you hire people over time, your gut instinct gets better and more precise.

如果你稍微研究一下，你可能会说，“我认为这个人会做得很好，但我忽略了这个方面”，或者，“我认为这个人不会做得很好，但他们做到了，原因如下。”随着你随着时间的推移雇用更多的人，你的直觉会变得更好、更准确。

Over time, my digging in during an interview gets more precise. For example, many times in an interview I will purposely upset someone: I'll criticize their prior work. I'll do my homework, find out what they worked on and say, "God, that really turned out to be a bomb.

随着时间的推移，我在面试中的挖掘变得更加准确。例如，在面试中，我经常故意让某人生气：我会批评他们之前的工作。我会做我的功课，找出他们做了什么，然后说，“天哪，那真的变成了一个炸弹。

That really turned out to be a bozo product. Why did you work on that?" I shouldn't say this in your book, but the worst thing that someone can do in an interview is to agree with me and knuckle under.

那真的变成了一个傻瓜产品。你为什么要做那个？”我不应该在你的书中说这个，但有人在面试中能做的最糟糕的事情就是同意我的观点并屈服。

What I look for is for someone to come right back and say, "You're dead wrong and here's why." I want to see what people are like under pressure. I want to see if they just fold or if they have firm conviction, belief, and pride in what they did.

It's also good every once in a while to really piss somebody off in an interview to see how they react because, if your company is a meritocracy of ideas, with passionate people, you have a company

with a lot of arguments.

If people can't stand up and argue well under pressure, they may not do well in such an environment.

我期待的是有人立刻反驳说，“你错了，原因如下。”我想看看人们在压力下的表现。我想看看他们是否会屈服，或者他们对自己的所作所为有坚定的信念、信仰和自豪感。

在面试中偶尔真的激怒某人以观察他们的反应也是件好事，因为如果你的公司是一个思想的精英制度，拥有充满激情的人，那么你的公司就会有更多争论。

如果人们无法在压力下站起来并进行有理有据的争论，那么他们可能无法在这种环境中做得很好。

✕

Q: What do you think your weaknesses are when it comes to management?

问：您认为在管理方面有什么弱点？

SJ: I don't know. People are package deals; you take the good with the confused. In most cases, strengths and weaknesses are two sides of the same coin. A strength in one situation is a weakness in another, yet often the person can't switch gears.

It's a very subtle thing to talk about strengths and weaknesses because almost always they're the same thing.

SJ：我不知道。人是一揽子交易；你接受优点也要接受缺点。在大多数情况下，优点和缺点是同一枚硬币的两面。在一种情况下是优点，在另一种情况下就是缺点，但通常情况下，这个人无法转换思维方式。

谈论优点和缺点是一件非常微妙的事情，因为几乎总是同一件事。

My strength probably is that I've always viewed technology from a liberal arts perspective, from a human culture perspective. As such, I've always pushed for things that pulled technology in those directions by bringing insights from other fields.

我的优势可能在于我一直从自由艺术的角度、从人类文化角度看待技术。因此，我一直推动将技术朝着这些方向发展，方法是借鉴其他领域的想法。

An example of that would be—with the Macintosh—desktop publishing: its proportionately spaced fonts, its ease of use. All of the desktop publishing stuff on the Mac comes from books: the typography, that rich feel that nobody in computers knew anything about.

一个例子就是——Macintosh——桌面出版：其按比例间距的字体、其易用性。Mac 上的所有桌面出版内容都来自书籍：排版、那种丰富的感觉是计算机领域无人知晓的。

I think that my other strength is that I'm a pretty good judge of people and have the ability to bring people together around common vision.

我认为我的另一个优势在于我是一个非常善于判断人的人，并且有能力让人们围绕共同愿景走到一起。

Q: Well then, when are your strengths—judgment of character and liberal arts perspective—your weaknesses?

问：那么，你的优势——判断力和自由艺术视角——什么时候成为你的弱点？

SJ: In certain cases, my weaknesses are that I'm too idealistic. [I need to] realize that sometimes best is the enemy of better. Sometimes I go for "best" when I should go for "better," and end up going nowhere or backwards.

I'm not always wise enough to know when to go for the best and when to just go for better. Sometimes I'm blinded by "what could be" versus "what is possible," doing things incrementally versus doing them in one fell swoop.

Balancing the ideal and the practical is something I still must pay attention to.

乔布斯：在某些情况下，我的弱点在于我过于理想主义。[我需要]意识到有时最好是更好事物的敌人。有时我会追求“最好”，而我应该追求“更好”，结果一事无成或倒退。

我并不总是足够明智，知道什么时候追求最好，什么时候追求更好。有时我会被“可能是什么”而不是“可能是什么”蒙蔽，渐进地做事而不是一蹴而就。

平衡理想和现实是我仍然必须注意的事情。

Q: In terms of going for the best, you have a widely held reputation of being extremely charismatic—someone who is always able to draw out the best in other people. How have you been able to motivate your employees?

问：在追求最好的方面，你以极具魅力而闻名——总是能够激发他人潜能的人。你如何激励你的员工？

SJ: Well, I think that—ultimately, it's the work that motivates people. I sometimes wish it were me, but it's not. It's the work. My job is to make sure the work is as good as it should be and to get people to stretch beyond their best.

But it's ultimately the work that motivates people. That's what binds them together.

SJ：嗯，我认为——归根结底，是工作激励了人们。我有时希望是我，但事实并非如此。是工作。我的工作是确保工作尽可能好，并让人们超越自己的最佳水平。

但归根结底是工作激励了人们。这就是将他们凝聚在一起的原因。

Q: Yet in the case of the Macintosh, you got tremendous output from people. Regardless of the type of work, not everybody can elicit that type of commitment.

问：然而在 Macintosh 的案例中，你从人们那里获得了巨大的产出。无论工作类型如何，并非每个人都能引起这种类型的承诺。

SJ: Well, I'm not sure I'd chalk that up to charisma.

Part of the CEO's job is to cajole and beg and plead and threaten at times—to do whatever is necessary to get people to see things in a bigger and more profound way than they have, and to do better work than they thought they could do.

SJ：嗯，我不确定我会把这归因于魅力。

首席执行官的工作之一就是劝说、恳求、哀求，有时还要威胁——做任何必要的事情让人们以比他们更大的、更深刻的方式看待事物，并比他们认为自己能做到的做得更好。

When they do their best and you don't think it's enough, you tell them straight: "This isn't good enough. I know you can do better. You need to do better. Now go do better."

当他们尽力而为，而你认为还不够时，你要直截了当地告诉他们：“这还不够好。我知道你能做得更好。你需要做得更好。现在就去做得更好。”

You must play those cards carefully. You must be right a lot of the time because you're messing with people's lives. But that's part of the job. In the end, it's the environment you create, the coworkers, and the work that binds.

你必须谨慎地打出这些牌。你必须经常是对的，因为你是在影响人们的生活。但这正是这份工作的一部分。最终，你创造的环境、同事和工作将你们联系在一起。

The Macintosh team, if you talk to most of them—a dozen years since we shipped the product—most will still say that working on the Mac was the most meaningful experience of their lives. If we'd never shipped a product they wouldn't say that.

Macintosh 团队，如果你与他们中的大多数人交谈——自我们推出产品以来已经过去了十二年——大多数人仍然会说，在 Mac 上工作是他们一生中最有意义的经历。如果我们从未推出过产品，他们就不会这么说。

If the product hadn't been so good they wouldn't say that. The Macintosh experience wasn't just about going to camp with a bunch of fun people. It wasn't just a motivational speaker.

如果产品没有那么好，他们也不会这么说。Macintosh 的经历不仅仅是与一群有趣的人一起去露营。它不仅仅是一个励志演讲者。

It was the product that everybody put their heart and soul into, and it was the product that expressed their deep appreciation, somehow, for the world to see.

这是每个人都倾注心血的产品，它以某种方式表达了他们对世界的由衷感激，供世人瞻仰。

So, in the end, it's the work that binds. That's why it's so important to pick very important things to do because it's very hard to get people motivated to make a breakfast cereal. It takes something that's worth doing.

所以，最终，是工作将人们联系在一起。这就是为什么选择非常重要的事情去做如此重要的，因为让人们有动力去做早餐麦片非常困难。它需要一些值得做的事情。

Email to Pixar Employees

发给皮克斯员工的电子邮件

“Apple Acquires NeXT.”

“苹果收购 NeXT。”

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Pixar

收件人：皮克斯

Subject: Apple Acquires NeXT

主题：苹果收购 NeXT

Date: December 20, 1996, 9:24 p.m.

日期：1996 年 12 月 20 日，晚上 9:24

Today Apple announced that it is acquiring NeXT! This is great for Apple -- it gives them a very advanced object-oriented operating system, OpenStep, that can leapfrog Microsoft Windows.

今天，苹果宣布收购 NeXT！这对苹果来说是一件好事——它为苹果提供了一个非常先进的面向对象的操作系统 OpenStep，可以超越微软 Windows。

This is great for NeXT -- OpenStep will become mainstream and be used by millions of people; this has been a dream of everyone at NeXT for ten years.

这对 NeXT 来说也是一件好事——OpenStep 将成为主流并被数百万人使用；这十年来一直是 NeXT 每位员工的梦想。

This is great for Pixar -- it will free me up from running two companies, so I can devote even more of my energies to Pixar. There may even be some possibilities for Pixar and Apple to work together in the future (if creatively driven!).

这对皮克斯来说是件好事——它让我不必再经营两家公司，这样我就可以把更多精力投入到皮克斯。未来皮克斯和苹果甚至有可能合作（如果

创意驱动的话！)。

And, this is really great for me. I have been working with a group of wonderful colleagues at NeXT for over a decade, and having our work finally become mainstream will be very gratifying (a feeling everyone at Pixar already knows).

而且，这对我也非常棒。我与 NeXT 的一群杰出同事合作了十多年，现在我们的工作终于成为主流，这将非常令人欣慰（皮克斯的每个人都知道这种感觉）。

I will be advising Apple on their product strategy, and I will get to spend even more of my time at Pixar :).

我将就产品策略向苹果提供建议，而且我将能够在皮克斯花更多时间：)。

I am very happy and excited.

我非常高兴和激动。

Steve

史蒂夫

PS: For more details, check out NeXT's website at www.next.com

PS：有关更多详细信息，请访问 NeXT 网站 www.next.com

Part III, 1996–2011

第三部分 , 1996-2011

“Much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on.”

“我后来发现，我凭着好奇心和直觉所做的大部分事情在后来都变得非常宝贵。”

The Apple that Steve returned to after its purchase of NeXT at the end of 1996 scarcely resembled the company he remembered. Apple had lost \$800 million that year. Steve had so little trust in the board that he insisted all but two directors resign.

1996 年底，史蒂夫收购 NeXT 后重返苹果，这家公司几乎与他记忆中的公司完全不同。那一年，苹果亏损了 8 亿美元。史蒂夫对董事会几乎没有信任，他坚持要求所有董事除了两名之外全部辞职。

But he also found many employees whose talents and love for Apple struck him as “phenomenal.” He assured a doubtful NeXT colleague, “There’s something there worth saving.”

但他还发现许多员工的天赋和对苹果的热爱令他感到“非凡”。他向一位持怀疑态度的 NeXT 同事保证，“那里有值得拯救的东西。”

Steve remained driven by the same mission he articulated in his early years, to “put something back into the pool of human experience.” And in his years away—longer than his first time at the company—he had matured and learned how to lead.

史蒂夫仍然受到他在早年阐述的使命的驱使，即“为人类经验池增添一些东西”。在他离开公司的这些年里——比他第一次在公司的时间更长——他已经成熟并学会了如何领导。

As CEO of Apple and Pixar (he held both roles until Disney acquired Pixar in 2006), he saw his job as “number one, recruit; number two, set an overall direction; and number three, inspire and cajole and persuade.” He said, “You’re not grabbing the pencil out of the twenty-five-year-old’s hand to do it better than they are.

作为苹果和皮克斯的首席执行官（他在 2006 年迪士尼收购皮克斯之前一直担任这两个职务），他认为自己的工作“第一，招聘；第二，设定总体方向；第三，激励、劝说和说服。”他说，“你不会从 25 岁的人手中抢过铅笔，做得比他们更好。

If you’re smart, you’re hiring twenty-five-year-olds who are smarter than you.” He gave particular thought to his responsibility for the business aspects of a creative company.

如果你聪明，你就会雇佣比你更聪明的 25 岁的人。”他特别考虑到了自己在创意公司中对业务方面的责任。

A “risk-taking creative environment on the product side,” he said, required a “fiscally conservative environment” on the business side.

他说，“产品方面的‘冒险创意环境’需要业务方面的‘财政保守环境’。

“Creative people are willing to take a leap in the air, but they need to know that the ground’s going to be there when they get back.”

“有创造力的人愿意冒险一试，但他们需要知道，当他们回来时，地面就在那里。”

At Apple, making sure the ground was still there meant streamlining, a skill Steve had mastered in the lean years at NeXT and Pixar. His second tenure at Apple was a study in focus. Soon after he returned, he slashed the company’s product offerings from seventeen to four.

在苹果公司，确保基础仍然存在意味着精简，这是史蒂夫在 NeXT 和皮克斯的艰难岁月里掌握的一项技能。他在苹果公司的第二次任期是一项专注的研究。在他回归后不久，他将公司的产品种类从十七种削减到四种。

This upset some fans and led to thousands of job losses, but he was unwavering in his belief that it was necessary to save the company. “You’ve got to choose what you put your love into really carefully,” he said.

这激怒了一些粉丝并导致数千人失业，但他坚信这是拯救公司所必需的。“你必须非常谨慎地选择你真正倾注爱意的地方，”他说。

A stream of Apple breakthroughs—including iMac, OS X, iPod, iTunes, iPhone, and iPad—reflected that focused love, as did Pixar’s blockbuster and award-winning films from the same period: A Bug’s Life, Toy Story 2, Monsters, Inc., Finding Nemo, The Incredibles, Cars, Ratatouille, Wall-E, Up, and Toy Story 3. Steve saw every product and film as “a way of expressing to the rest of our species our deep appreciation.” Apple technology offered tools to make something wonderful.

And Pixar films, he believed, had the “rare opportunity to put stories into the culture,” stories that would speak to “our grandkids’ grandkids’ grandkids.”

一系列苹果公司的突破——包括 iMac、OS X、iPod、iTunes、iPhone 和 iPad——反映了这种专注的爱，皮克斯在同一时期上映的卖座且获奖的电影也反映了这一点：虫虫危机、玩具总动员 2、怪兽电力公司、海底总动员、超人特工队、汽车总动员、料理鼠王、机器人总动员、飞屋环游记和玩具总动员 3。史蒂夫将每款产品和电影视为“向我们其他物种表达我们深切感激之情的一种方式”。苹果技术提供了创造出美妙事物的工具。

他相信，皮克斯的电影拥有“将故事融入文化”的“难得机会”，这些故事将传达给“我们孙子的孙子的孙子”。

Steve wanted to build a foundation for Pixar and Apple that would last beyond his lifetime. When Disney acquired Pixar, the deal included language protecting Pixar's culture and independence.

史蒂夫希望为皮克斯和苹果建立一个能够延续他生命的基础。当迪士尼收购皮克斯时，该交易包括保护皮克斯文化和独立性的语言。

He was intimately involved in the design of campuses for both companies, with beautiful physical environments—an orchard, a café, a headquarters constructed of handmade bricks—that encouraged serendipitous encounters and reflected his reverence for craft.

他密切参与了这两家公司的园区设计，创造了优美的物理环境——果园、咖啡馆、用手工砖块建造的总部——鼓励偶然的邂逅，并反映了他对工艺的崇敬。

Six Pixar films won the Oscar for Best Animated Feature during this third act of Steve's life.

在史蒂夫生命的第三幕中，六部皮克斯电影赢得了奥斯卡最佳动画长片奖。

And when he resigned from Apple, six weeks before his death from pancreatic cancer in 2011, his beloved company, with its sixty thousand employees, seasoned leadership team, and clear mission guiding its future, was the most valuable in the world.

2011年，当他因胰腺癌去世前六周辞去苹果公司职务时，他心爱的公司拥有六万名员工、经验丰富的领导团队和明确的使命指导其未来，是世界上最有价值的公司。

"It is always a team of people, and the chemistry between that team of people, that makes great results," Steve once said. Under his leadership, the teams at Apple and Pixar transformed four very different industries: computing, telecommunications, music, and film.

史蒂夫曾说：“始终是一个团队，团队成员之间的化学反应，才能产生伟大的成果。”在他的领导下，苹果和皮克斯的团队改变了四个截然不同的行业：计算机、电信、音乐和电影。

The engine driving these transformations was a remarkably consistent set of values that Steve held dear: Life is short; don't waste it. Tell the truth. Technology should enhance human creativity. Process matters. Beauty matters. Details matter.

推动这些变革的引擎是史蒂夫珍视的一套非常一致的价值观：生命短

暂，不要浪费它。说实话。技术应该增强人类的创造力。过程很重要。美很重要。细节很重要。

The world we know is a human creation—and we can push it forward.

我们所知的世界是人类创造的——我们可以推动它前进。

Steve on Returning to Apple

史蒂夫重返苹果

Speaking to Stanford business school students in 2003, Steve recalled his internal struggle, seven years earlier, over whether to return to Apple.

2003年，在对斯坦福商学院学生发表讲话时，史蒂夫回忆起七年前他是否重返苹果的内心斗争。

I'm working away at NeXT, working away at Pixar, reading the rumors in the papers that Apple is going to buy a company, this other company, for their operating system. And one of our guys said, "We should sell NeXT to them. We've got a much better operating system."

我在 NeXT 工作，在皮克斯工作，在报纸上读到有关苹果将为其操作系统收购一家公司或另一家公司的传闻。我们的一位员工说：“我们应该把 NeXT 卖给他们。我们有一个更好的操作系统。”

And I said, "Forget it. It will never happen."

我说：“算了。那永远不会发生。”

So this is one of those cases where, when you hire the right people, they don't always listen to you in key moments in time. So this person, being very smart, didn't listen to me. And he went over and talked to Apple and said, "You ought to buy NeXT." And they were interested.

所以，这就是在关键时刻，当你雇用合适的人时，他们并不总是听你的话的情况之一。所以，这个人非常聪明，没有听我的话。他去和苹果谈了谈，说：“你们应该收购 NeXT。”他们对此很感兴趣。

Then he comes back and says, "They want to talk to us."

然后他回来对我说：“他们想和我们谈谈。”

And I was like, "No. Go away. You're making this up."

我说：“不。走开。你在胡说八道。”

He did this twice. Finally I said, "OK. Fine. Let's talk to them." I couldn't believe it. They really were interested. And so we ended up selling them NeXT.

他这么做了两次。最后我说：“好吧。好。我们和他们谈谈。”我简直

不敢相信。他们真的有兴趣。所以我们最终把 NeXT 卖给了他们。

And the CEO running Apple at that time made it clear he didn't want me around, which was fine.

而当时管理 Apple 的 CEO 明确表示他不希望我待在身边，这很好。

And so I stayed on just as a consultant to him, to try to help him a little bit, because the management team he was inheriting from NeXT was actually quite a bit better than the one he had at Apple. And so I was trying to make sure these people didn't get totally crushed.

所以我只是作为他的顾问留下来，想帮他一点小忙，因为从 NeXT 继承而来的管理团队实际上比他在 Apple 的那个团队好很多。所以我试图确保这些人不会被彻底击垮。

And ... I have to be careful what I say here. Let me just say that you need a license to drive a car, but you don't need a license to be the CEO of a company. And maybe you should need one.

而且.....我必须小心我说的话。我只想说，你需要驾照才能开车，但你不需要驾照就能成为一家公司的 CEO。也许你应该需要一个。

Anyway, so I was pretty much out of the picture. Then one of Apple's board members called me. I had never met this person. And he said, "Look, I want your straight scoop on what you think of the CEO here." And I thought, "I don't even know this person.

无论如何，我基本上已经淡出人们的视线了。然后，Apple 的一位董事会成员给我打了电话。我从未见过这个人。他说：“听着，我想听听你对这里的 CEO 的看法。”我想：“我甚至不认识这个人。

Whatever I tell them, they'll probably go tell the CEO, and then I will be persona non grata, and I will not have a chance to help my team not get crushed by these other folks there.” And I thought a lot.

无论我告诉他们什么，他们可能都会告诉 CEO，然后我就成了不受欢迎的人，我将没有机会帮助我的团队不被那里其他的人击垮。”我想了很多。

And then I thought, “You know, this is a director of a company that I started and that I loved for many years—and still do to some extent. And so how can I not tell them the truth?”

然后我想，“你知道，这是我创办的一家公司的董事，我多年来一直热爱它——现在仍然如此。那么，我怎么能不告诉他们真相呢？”

So I spilled out my guts—and never heard from him again. And so I figured, fine. I was spending my days at Pixar and having a great time. It was springtime, going into summer.

所以我把心里话都说了出来——再也没有收到他的消息。所以我认为，很好。我在皮克斯度过了我的时光，玩得很开心。那是春天，进入夏天。

And six years ago a few weeks from now, I got a call back from him [the director], and he said, “We are going to dismiss our CEO, and we would like you to come back and run the company.”

就在六年前的几周后，我接到他的电话[董事]，他说，“我们要解雇我们的首席执行官，我们希望你能回来管理公司。”

And I said, “I can’t do that. I’m the CEO of Pixar. It’s a publicly traded company. We have all these wonderful employees. We have these shareholders. And I can’t go be CEO of another public ... I can’t desert them. So I can’t do this. I’ll help you any way I can, but I can’t.”

我说，“我不能这么做。我是皮克斯的首席执行官。这是一家上市公司。我们有所有这些优秀员工。我们有这些股东。我不能去成为另一家上市公司的首席执行官.....我不能抛弃他们。所以我不能这么做。我会尽我所能帮助你，但我做不到。”

He called back a few days later and he said, “We’d like you to come back as an interim leader and help us find a new CEO.”

几天后，他回电话说，“我们希望你能回来担任临时领导，帮助我们找到一位新首席执行官。”

And I said, “Well, I have to think about that.” And I was thinking about it and called up a friend of mine, a really smart guy, a good friend I’d known for a long time that works at another company in the industry.

我说，“好吧，我得考虑一下。”我在考虑这件事，并给我的一个朋友打了电话，他是一个非常聪明的人，是我认识多年的好朋友，在业内另一家公司工作。

And I probably woke him up in the morning, about eight o’clock one morning, and I was telling him about my struggles about, should I, could I do this? Should I not? And this and that ...

我可能在早上八点左右把他叫醒，我告诉他我正在努力的事情，我应该做吗？我能做到吗？我不应该做吗？诸如此类.....

And finally, he interrupted me after about four minutes and he said, “Steve, I don’t give a shit about Apple. Why are you telling me all this?”

最后，他在我说了大约四分钟后打断了我，他说：“史蒂夫，我一点也不关心苹果。你为什么告诉我这些？”

And I said, “Oh, OK. I’m sorry.” And I hung up the phone.

我说，“哦，好的。抱歉。”然后我挂了电话。

And I realized: You know, I do give a shit about Apple.

我意识到：你知道，我确实在乎苹果。

And that’s kind of what crystallized it for me. And so I went back there as an interim CEO.

这对我来说是一种顿悟。所以我作为临时 CEO 回去了。

And I was terrified because I was afraid our Pixar employees and shareholders would feel like I was deserting them. And that’s why I went back just as an interim CEO. I only planned to stay ninety days.

我当时很害怕，因为我担心我们的皮克斯员工和股东会觉得我抛弃了他们。这就是为什么我作为临时 CEO 回去的原因。我只计划待 90 天。

But Apple was in a pretty tough situation, and the candidates it was attracting for the CEO job, they were not so good. And I almost hired one, and at the last minute I just said, “I can’t do this to these guys.”

但苹果当时的情况非常严峻，它吸引来的 CEO 候选人都不太好。我差点就雇了一个，但在最后一刻我说：“我不能这么对这些家伙。”

I just thought, “Well, it will take another ninety days to find somebody.” And that turned into a year. And I decided right up front that I was just going to act like I was the permanent CEO, because they didn’t need a caretaker. This thing was in intensive care.

我只是想，“好吧，再花 90 天找一个人。”结果花了一年时间。一开始就决定，我要像永久 CEO 一样行事，因为他们不需要一个看护人。这件事已经到了重症监护的地步。

It was about ninety days away from bankruptcy. It was in pretty bad shape.

距离破产只有 90 天了。情况非常糟糕。



A selection of photos from Steve's return to Apple.

史蒂夫重返苹果后的一些照片。















Email to Apple Employees

发给 **Apple** 员工的电子邮件

“A More Entrepreneurial Apple.”

“一个更具创业精神的苹果。”

Steve was not yet CEO when he sent a company-wide email laying out plans to “take Apple back to its roots.”

史蒂夫在发送公司范围的电子邮件时还不是 CEO，他在邮件中制定了“让苹果重回本源”的计划。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Apple employees

收件人：Apple 员工

Subject: A More Entrepreneurial Apple

主题：一个更具企业家精神的苹果

Date: August 12, 1997, 8:20 a.m.

日期：1997 年 8 月 12 日上午 8:20

Renewing Apple is a journey, and we have begun that journey during the past four weeks by taking some decisive first steps—a new Board of Directors, a new product strategy and product roadmap, a decision to really focus on two market segments (education and creative content), a new advertising agency, and a detente and working partnership with Microsoft.

复兴苹果是一段旅程，在过去的四周里，我们已经通过采取一些果断的第一步开始了这段旅程——新的董事会、新的产品战略和产品路线图、真正专注于两个细分市场（教育和创意内容）的决定、新的广告代理商，以及与微软的缓和和合作关系。

Last week we announced some of these steps at MacWorld, and so far our shareholders and the public seem to approve.

上周我们在 MacWorld 上宣布了其中一些步骤，到目前为止，我们的股

东和公众似乎都表示赞同。

Today we are taking a few more steps which will begin to take Apple back to its roots as a more egalitarian, entrepreneurial company. They are:

今天，我们又采取了一些措施，这些措施将使苹果重返其作为一家更加平等、更具企业家精神的公司之根源。它们是：

1. Stock Options - From now on, we will be using stock options as a primary form of “beyond-salary” compensation.

1. 股票期权 - 从现在开始，我们将使用股票期权作为“超额薪酬”的主要形式。

Stock options are egalitarian (when anyone's stock goes up \$1 per share, everyone's stock goes up \$1 per share) and they are the best way to give our employees a true stake in the company's future success.

股票期权是平等的（当任何人的股票上涨 1 美元/股时，每个人的股票都会上涨 1 美元/股），它们是让我们的员工真正参与公司未来成功的最佳方式。

And, we want our employees to be rewarded by the company's success in the same way that our public shareholders are: through stock appreciation.

而且，我们希望我们的员工通过股票升值，以与我们的公众股东相同的方式获得公司的成功奖励。

To lead the way, the Executive Team has agreed to forfeit their current and future cash bonus plans in exchange for more stock options.

为了带头，执行团队已同意放弃当前和未来的现金奖励计划，以换取更多股票期权。

As you know, we repriced all stock options to \$13.25 on July 11th. In addition, I am pleased to announce that on August 5th our Board approved new stock option grants totaling six million shares at the price of \$19.75. Those receiving these new grants will get the good news later this week.

如你所知，我们在 7 月 11 日将所有股票期权的价格调整为 13.25 美元。此外，我很高兴地宣布，我们的董事会于 8 月 5 日批准了新的股票期权授予，总计六百万股，价格为 19.75 美元。获得这些新授予的人员将在本周晚些时候收到好消息。

Apple has granted stock options for over 10 million shares since the beginning of this calendar year, and employees now hold stock options for over 20 million shares - which is more than 16% of Apple's total outstanding shares.

自本日历年年年初以来，Apple 已授予超过 1000 万股股票期权，员工目前持有超过 2000 万股股票期权 - 这超过了 Apple 已发行股票总数的 16%。

This is a very high percentage for a company of Apple's size, and comparable to many valley start-ups. As we restore Apple's fortunes, our public shareholders and our employee stock option holders will all benefit in harmony.

对于 Apple 规模的公司来说，这是一个非常高的百分比，并且可与许多硅谷初创公司相媲美。随着我们恢复 Apple 的财富，我们的公众股东和我们的员工股票期权持有者都将和谐受益。

2. New Severance Plan - Effective today, we are changing our severance plan for all employees to be more in line with an entrepreneurial company. There will now be only one severance plan for all employees.

2. 新的遣散费计划 - 从今天起，我们将改变所有员工的遣散费计划，使其更符合创业公司的要求。现在，所有员工都将只有一个遣散费计划。

This plan, like the previous plans, will provide a 60 day notice period, with full pay and benefits. In addition, employees will be eligible to receive one additional week of severance pay for each full year of service.

与之前的计划一样，此计划将提供 60 天的通知期，并提供全额薪资和福利。此外，员工还将有资格获得相当于其每满一年服务期的额外一周遣散费。

For example, if you have worked at the company for more than three but less than four years, you will receive your pay and benefits during the 60 day notice period plus severance payments equal to three

weeks of pay.

例如，如果您在公司工作了三年多但不到四年，您将在 60 天的通知期内收到您的薪资和福利，外加相当于三周薪资的遣散费。

This new severance plan applies to all employees of Apple, Claris, and Newton in the US - there is no longer a separate executive severance plan.

此新的遣散费计划适用于美国所有 Apple、Claris 和 Newton 的员工 - 不再有单独的高管遣散费计划。

We will be changing our international severance policies to be in line with this new plan to the extent permitted under local laws.

我们将更改我们的国际遣散费政策，使其符合此新计划，在当地法律允许范围内。

3. Sabbatical Program - Apple needs all hands on deck for the foreseeable future as we turn our company's fortunes around. We are therefore discontinuing the sabbatical program at the end of our current fiscal year.

3. 休假计划 - 在我们扭转公司命运的这段可预见的未来，Apple 需要所有员工全力以赴。因此，我们将在本财年末终止休假计划。

Employees who have earned their sabbatical as of September 26, 1997, will be eligible to take their sabbatical at a mutually agreeable time during fiscal year 1998. This applies to all employees of Apple, Claris, and Newton worldwide.

截至 1997 年 9 月 26 日已获得休假的员工，有资格在 1998 财年内协商一致的时间休假。这适用于 Apple、Claris 和 Newton 全球所有员工。

4. Corporate Travel - Corporate travel will continue to be constrained to essential trips. Our egalitarian travel policy specifies coach class travel for everyone on trips lasting less than 10 hours, and business class travel for everyone on trips of 10 hours or longer.

4. 商务旅行 - 商务旅行将继续仅限于必要的行程。我们的平等旅行政策规定，对于持续时间少于 10 小时的行程，所有人均乘坐经济舱，对于持续时间为 10 小时或更长时间的行程，所有人均乘坐商务舱。

Of course individuals may use their personal funds or mileage awards to upgrade their seating class. For clarification, flights between San Francisco and Tokyo (either direction) are eligible for business class travel.

当然，个人可以使用其个人资金或里程奖励来升级其座位等级。明确说明，往返于旧金山和东京的航班有资格乘坐商务舱。

5. Facilities - We will continue to move as many employees as possible onto our R&D Campus site. We will greatly benefit by the resulting “beehive” effects, including faster communication paths and more unplanned interactions between the various groups.

5. 设施 - 我们将继续尽可能多地将员工迁至我们的研发园区。我们将在许多方面受益于由此产生的“蜂巢”效应，包括更快的沟通途径以及各个团队之间更多计划外的互动。

Reflecting this consolidation, we are renaming the R&D Campus to the Apple Campus, beginning today.

反映这种整合，我们从今天开始将研发园区更名为 Apple 园区。

Thank you for your support as we work together to renew Apple.

感谢您在与我们共同努力更新 Apple 时给予的支持。

Steve and the Executive Team

史蒂夫和执行团队

Email Exchange with Avie Tevanian

与 ***Avie Tevanian*** 的电子邮件交流

“There is something good here worth saving.”

“这里有一些值得保存的好东西。”

Avie Tevanian ran software engineering at NeXT and assumed the same role at Apple when it acquired NeXT. He told Steve that the Apple culture at the time of the acquisition was so bad that perhaps the best move might be to sell the company.

Avie Tevanian 在 NeXT 负责软件工程，当苹果收购 NeXT 时，他担任了苹果的相同职位。他告诉史蒂夫，苹果在被收购时的企业文化非常糟糕，也许最好的办法是出售公司。

From: Avadis Tevanian

发件人：阿瓦迪斯·德瓦尼安

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Apple engineers

主题：苹果工程师

Date: August 14, 1997, 9:31 p.m.

日期：1997 年 8 月 14 日，晚上 9:31

Steve,

史蒂夫，

The last couple of weeks have been quite interesting. With this kernel issue spinning out of control it is clear to me that the “cancer” within Apple, which we had put into remission (at least in SW engineering) a few months ago, came back with a vengeance.

过去几周非常有趣。随着内核问题失控，我清楚地认识到，几个月前我们已经使之缓解（至少在软件工程方面）的苹果内部“毒瘤”卷土重来了。

I am now applying a new chemo treatment in an attempt to put it back into remission—and I think it will be successful—but we will definitely have another wave of resignations from the sharks that smelled the blood in the water.

我现在正在尝试一种新的化学疗法，以使之再次缓解——我认为会成功——但闻到水中的血腥味的鲨鱼肯定会掀起新一轮的辞职浪潮。

A bunch of people will get over it, but many will not.

一些人会克服它，但许多人不会。

The net is the really bad Apple culture we've heard about still lurks out there. And I am convinced that a major problem with past management was their inability to deal with it.

归根结底，我们听说过的苹果的糟糕企业文化仍然潜伏在那里。而且我确信，过去管理层的一个主要问题是他们无法应对它。

While I am a strong-willed person who can survive almost anything (hey, you've seen it first hand), I must admit these guys are wearing me down. Without any emotional tie to Apple (I, of course, have none) it gets increasing difficult to come to work each day.

虽然我是一个意志坚强的人，几乎可以承受任何事情（嘿，你已经亲眼目睹了），但我必须承认，这些人正在让我精疲力竭。由于与 Apple 没有任何情感联系（当然，我没有），每天上班都变得越来越困难。

And while I can certainly treat the patient this time I wonder how long it will be before the cancer comes out of remission again. The context of a continuation of revenue decrease, losing quarters and ongoing restructuring does not help.

虽然这次我当然可以治疗患者，但我很好奇癌症要多久才会再次复发。收入持续下降、季度亏损和持续重组的背景并没有帮助。

In the case of the kernel issue & OS roadmap I know the decisions we've made are the right decisions. And each day, as I discuss it with more and more people, I believe it even more.

对于内核问题和操作系统路线图，我知道我们做出的决定是正确的决定。而且每天，当我与越来越多的人讨论时，我更加相信这一点。

In fact, I've discovered just how conniving some of these folks can be just to push their agenda—including pretty severe obfuscation of facts.

事实上，我发现其中一些人为了推动自己的议程可以多么阴险——包括对事实进行相当严重的混淆。

While the source of this is probably only a few people, they are able to quickly spread “evil thoughts” throughout the population that is just looking for a place to make a stand.

虽然这种想法的来源可能只有少数人，但他们能够在只寻找一个地方来表明立场的群体中迅速传播“邪恶思想”。

Combine this all with the reaction to the sabbatical program—which has been very poorly received in engineering (I've heard threats of a “sick-out”), and it makes me think this company isn't worth saving. At least not for the sake of the employees. Yes, I feel for the customers.

将这一切与对休假计划的反应结合起来——该计划在工程部门中反响很差（我听说有人威胁要“集体请病假”），这让我觉得这家公司不值得挽救。至少不值得为了员工而挽救。是的，我同情客户。

Yes, the shareholders deserve fair value. And yes, I worry about the ex-NeXTers we dragged into this.

是的，股东应该得到公平的价值。是的，我担心我们拖入其中的前NeXT员工。

But it is not at all clear to me that the employees deserve to “win.” This, of course, is an overgeneralization, and there are some very good folks here, but you get the gist of this.

但我一点也不确定员工是否应该“获胜”。当然，这是一个过于概括的说法，这里有一些非常优秀的人，但你应该明白我的意思。

It really makes me think that maybe now is the time to seriously consider selling the company. It's not clear we'll ever again have the positive aura that we have now—at least temporarily.

这真的让我觉得也许现在是认真考虑出售公司的时候了。目前还不清楚我们是否还能再次拥有现在这种积极的光环——至少是暂时的。

Anyway, we should get together and discuss all this sometime—face to face, 1-1—not on the phone. Not urgent—I’m a survivor—but when we both have some time.

无论如何，我们应该聚在一起，当面讨论所有这些——面对面，一对一——而不是在电话里。不紧急——我是个幸存者——但当我们俩都有时间的时候。

Avie

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Avadis Tevanian

收件人：阿瓦迪斯·德瓦尼安

Subject: Apple engineers

主题：苹果工程师

Date: August 14, 1997, 10:02 p.m.

日期：1997 年 8 月 14 日，晚上 10:02

Avie,

艾维，

You know, I have had the same feeling lately—that Apple employees don’t deserve to be saved. They think they work so hard—heck, I don’t see it. They also think they have no responsibility for any of the mess that Apple’s in.

你知道，我最近也有同样的感觉——苹果员工不值得被拯救。他们认为自己的工作非常努力——见鬼，我可没看到。他们还认为，苹果的混乱局面与他们无关。

I don’t know who they think engineered and shipped such bad products, who created and authorized such bad marketing, who caused the support to be so bad, etc... They just don’t want to share any responsibility for the current state of the company...

我不知道他们认为谁设计并发布了如此糟糕的产品，是谁创造并授权了如此糟糕的营销，是谁导致了如此糟糕的支持服务，等等.....他们只是不想对公司目前的状况承担任何责任.....

But, there is something good here worth saving. I don't quite know how to express it, but it has to do with the fact that Apple is the ONLY alternative to Windows and that Apple can still inject some new thinking into the equation.

但是，这里有一些值得拯救的好东西。我不知道该如何表达，但这与苹果是 Windows 唯一的替代品以及苹果仍然可以为方程式注入一些新思维这一事实有关。

Let's go for a walk and talk about this sometime soon,
我们找个时间散步并谈谈这件事，

Steve

史蒂夫

From: Avadis Tevanian

发件人：阿瓦迪斯·德瓦尼安

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Re: Apple engineers

主题：回复：苹果工程师

Date: August 25, 1997, 10:05 p.m.

日期：1997 年 8 月 25 日，晚上 10:05

We really need to get together to discuss this and other issues related to the “product strategy” and overall management of the company.

我们真的需要聚在一起讨论这个问题以及与“产品战略”和公司整体管理相关的问题。

I am worried about a number of the pieces of the puzzle and as a result am completely unmotivated to do what it takes to turn this company around.

我担心很多难题，因此完全没有动力去做扭转公司局势所需的事情。

And for the first time in 10 years I don't even feel like challenging your ideas when I disagree—which scares me because I believe as a “team” we work best when we challenge each other and come out all-the-better for it.

10年来，我第一次甚至不想在不同意你的想法时挑战你——这让我感到害怕，因为我相信作为“团队”，我们在互相挑战时能发挥最佳表现，并从中受益。

I am going to sleep on this some more tonight (I feel fried already and it's only Monday evening—even the weekends aren't sufficient to recharge these days). I have a pretty hectic schedule tomorrow (except for late in the day) but have lots of available time on Wednesday.

我今晚还要再考虑一下这个问题（我已经感到筋疲力尽了，而现在才星期一晚上——甚至周末也无法让我恢复精力）。我明天日程很满（除了傍晚），但星期三有很多空闲时间。

Let me know when you're available.

请告诉我你什么时候有空。

Avie

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Avadis Tevanian

收件人：阿瓦迪斯·德瓦尼安

Subject: Re: Apple engineers

主题：回复：苹果工程师

Date: August 25, 1997, 10:26 p.m.

日期：1997年8月25日，晚上10:26

Please continue to challenge me. It's the way we get to the right decisions, and I enjoy it too.

请继续挑战我。这是我们做出正确决策的方式，我也很享受。

Steve

史蒂夫



Steve wanted to mimic the album art from Meet the Beatles.

史蒂夫想模仿披头士专辑封面上的艺术作品。

Speech to Apple Employees

致苹果员工的演讲

“We believe that people with passion can change the world for the better.”

“我们相信有激情的人可以改变世界，让世界变得更美好。”

Steve introduced the “Think Different” advertising campaign to a small group of Apple employees on September 23, 1997. The ad would go on to win an Emmy Award for Outstanding Commercial.

史蒂夫于 1997 年 9 月 23 日向一小群苹果员工介绍了“非同凡想”的广告活动。该广告后来荣获艾美奖杰出广告奖。

Howdy. Good morning. We were up till three o'clock last night finishing this advertising, and I want to show it to you in a minute—see what you think of it.

你好。早上好。我们昨天晚上一直忙到凌晨三点才完成这个广告，我想马上向你们展示一下——看看你们觉得怎么样。

I've been back about eight to ten weeks, and we've been working really hard. What we're trying to do is not something really highfalutin. We're trying to get back to the basics. We're trying to get back to the basics of great products, great marketing, and great distribution.

我已经回来了八到十个星期了，我们一直在努力工作。我们正在尝试做的事情并不是什么高不可攀的事情。我们正在尝试回归基础。我们正在尝试回归优秀产品、优秀营销和优秀分销的基础。

I think that Apple has pockets of greatness but in some ways has drifted away from doing the basics really well.

我认为苹果有一些非常出色的地方，但在某些方面已经偏离了做好基础的轨道。

We started with the product line. We looked at the product road map, going out for a few years, and we said, “A lot of this doesn't make sense, and it's way too much stuff, and there's not enough focus.” We actually got rid of 70 percent of the stuff on the product road map.

我们从产品线开始。我们查看了产品路线图，展望了几年，然后我们说，“很多东西没有意义，而且太多了，不够专注。”我们实际上已经去掉了产品路线图上 70% 的东西。

I couldn't even figure out the damn product line after a few weeks. I kept saying, "What is this model? How does this fit?"

几周后我甚至都搞不清楚该死产品线。我一直在说，“这是什么型号？它如何适应？”

I started talking to customers, and they couldn't figure it out either.

我开始与客户交谈，他们也搞不清楚。

You're going to see the product line get much simpler, and you're going to see the product line get much better. There's some new stuff coming out that's incredibly nice.

您会看到产品线变得更简单，您会看到产品线变得更好。有一些非常棒的新东西即将推出。

In addition, we've been able to focus a lot more on the 30 percent of the gems and add some new stuff in that is going to take us in some whole new directions. So we are incredibly excited about the products.

此外，我们能够更多地关注 30% 的精华，并添加一些新东西，这将使我们进入一些全新的方向。因此，我们对这些产品感到非常兴奋。

I think we're really thinking differently about the kinds of products we have to build. The engineering team is incredibly excited.

我认为我们确实在以不同的方式考虑我们必须构建的产品类型。工程团队非常兴奋。

I mean, I came out of the meeting with people that had just gotten their projects canceled, and they were three feet off the ground with excitement 'cause they finally understood where in the heck we were going, and they were really excited about the strategy.

我的意思是，我刚从会议中出来，与我交谈的人刚刚取消了他们的项目，他们兴奋得三尺高，因为他们终于理解了我们到底要去哪里，他们对这个战略真的感到兴奋。

In the same way we, I think, have not been as ... we have not kept

up with innovations in our distribution. I'll give you an example.

同样地，我认为我们还没有.....我们没有跟上我们的分销创新。我给你举个例子。

I'm sure it was talked about this morning, but we've got anywhere from two to three months of inventory in our manufacturing supplier pipeline, and about an equal amount in our distribution channel pipeline.

我确信今天早上已经讨论过了，但我们的制造供应商渠道中有两到三个月的库存，我们的分销渠道中也有大约相同数量的库存。

We're having to make guesses four or five, six months in advance, about what the customer wants.

我们必须提前四到五个月甚至六个月猜测客户想要什么。

We're not smart enough to do that. I don't think Einstein's smart enough to do that. So what we're going to do is get really simple and start taking inventory out of those pipelines so we can let the customer tell us what they want, and we can respond to it super fast.

我们没有那么聪明，可以做到这一点。我认为爱因斯坦也没有那么聪明，可以做到这一点。所以我们要做的是变得非常简单，开始从那些渠道中提取库存，这样我们就可以让客户告诉我们他们想要什么，我们就可以超快速地做出响应。

You're going to see us be doing a lot of things like that. Today is just the first of many things we're going to be doing with you.

你将看到我们做很多类似的事情。今天只是我们即将与你一起做的众多事情中的第一件。

We're going to be not only, I think, catching up to where the best of the best are in distribution, but we're going to actually be innovating and be breaking some new ground, I think, in the coming several months.

我认为，我们不仅会赶上最优秀的配送水平，而且还会在未来几个月里进行创新并取得一些新的突破。

I'm pretty excited about that as well, in the distribution manufacturing side of things.

对此，我也感到非常兴奋，在配送制造方面也是如此。

That gets us to the marketing side of things.

这让我们进入了营销方面。

To me, marketing is about values. This is a very complicated world. It's a very noisy world, and we're not gonna get a chance to get people to remember much about us. No company is.

对我来说，营销就是价值观。这是一个非常复杂的世界。这是一个非常嘈杂的世界，我们不会有机会让人们记住我们太多东西。没有哪家公司能做到。

And so we have to be really clear on what we want them to know about us. Now, Apple, fortunately, is one of the half-a-dozen best brands in the whole world—right up there with Nike, Disney, Coke, Sony.

因此，我们必须非常清楚地了解我们希望他们了解我们的什么。现在，幸运的是，苹果是全球六大最佳品牌之一——与耐克、迪士尼、可口可乐、索尼齐名。

It is one of the greats of the greats, not just in this country but all around the globe.

它不仅是这个国家最伟大的品牌之一，也是全球最伟大的品牌之一。

But even a great brand needs investment and caring if it's going to retain its relevance and vitality. And the Apple brand has clearly suffered from neglect in this area in the last few years. And we need to bring it back. The way to do that is not to talk about speeds and feeds.

It's not to talk about MIPS and megahertz. It's not to talk about why we are better than Windows. The dairy industry tried for twenty years to convince you that milk was good for you. It's a lie, but they tried anyway. And the sales were going like this

但即使是伟大的品牌，如果想要保持其相关性和活力，也需要投资和关怀。而苹果品牌在过去几年里显然在这方面受到了忽视。我们需要让它回来。要做到这一点，不是谈论速度和进给。

这不是谈论 MIPS 和兆赫。这不是谈论我们为什么比 Windows 更好。乳制品行业尝试了二十年来说服你牛奶对你有好处。这是一个谎言，但他们还是尝试了。销售情况是这样的

[hand mimics a line running down and to the right]

[手模仿一条向下和向右延伸的线]

. And then they tried “Got Milk?” and the sales started going like this

。然后他们尝试了“Got Milk?”，销售情况开始是这样的

[hand goes up and to the right]

[手向上和向右移动]

. “Got Milk?” doesn’t even talk about the product! As a matter of fact, the focus is on the absence of the product.

。“Got Milk?”甚至没有谈论产品！事实上，重点在于没有产品。

But the best example of all, and one of the greatest jobs of marketing that the universe has ever seen, is Nike. Remember: Nike sells a commodity! They sell shoes! And yet when you think of Nike, you feel something different than a shoe company.

但最好的例子，也是宇宙有史以来最伟大的营销工作之一，就是耐克。记住：耐克销售的是一种商品！他们卖的是鞋子！然而，当你想到耐克时，你感受到的与一家制鞋公司不同。

In their ads, as you know, they don’t ever talk about the products. They don’t ever tell you about their air soles, and why they are better than Reebok’s air soles. What does Nike do in their advertising? They honor great athletes, and they honor great athletics.

在他们的广告中，如你所知，他们从不谈论产品。他们从不告诉你他们的气垫鞋底，以及为什么它们比锐步的气垫鞋底更好。耐克在他们的广告中做了什么？他们尊敬伟大的运动员，他们尊敬伟大的运动。

That’s who they are. That’s what they are about.

这就是他们是谁。这就是他们的目标。

Apple spends a fortune on advertising. You’d never know it. You’d never know it.

苹果在广告上花费了巨资。你永远不会知道。你永远不会知道。

So when I got here, Apple had just fired their agency, and there was a competition with twenty-three agencies, and, you know, four years from now, we would pick one. We blew that up, and we hired Chiat/Day, the ad agency I was fortunate enough to work with several years ago.

因此，当我来到这里时，苹果刚刚解雇了他们的代理商，并且正在与

二十三家代理商进行竞争，而且，你知道，四年后，我们会选择一家。我们炸毁了它，并聘请了 Chiat/Day，几年前我有幸与之合作的广告代理商。

We created some award-winning work, including the commercial voted the best ad ever made, “1984,” by advertising professionals.

我们创作了一些获奖作品，包括被广告专业人士评为有史以来最佳广告的广告“1984”。

We started working about eight weeks ago. The question we asked was, “Our customers want to know: Who is Apple, and what is it that we stand for? Where do we fit in this world?”

我们大约在八周前开始工作。我们问的问题是，“我们的客户想知道：苹果是谁，我们代表什么？我们在这个世界中扮演什么角色？”

And what we’re about isn’t making boxes for people to get their jobs done, although we do that well. We do that better than almost anybody, in some cases.

我们所做的事情不仅仅是为人们制造完成工作所需的盒子，尽管我们做得很好。在某些情况下，我们做得比几乎任何人都好。

But Apple is about something more than that. Apple, at the core—its core value—is that we believe that people with passion can change the world for the better. That’s what we believe.

但苹果不仅仅是这些。苹果的核心价值观是，我们相信有激情的人可以改变世界，让世界变得更美好。这就是我们所相信的。

And we’ve had the opportunity to work with people like that. We’ve had the opportunity to work with people like you, with software developers, with customers, who have done it—in some big and some small ways.

我们有机会与这样的人合作。我们有机会与像你这样的人、与软件开发人员、与客户合作，他们已经做到了——无论是大是小。

And we believe that in this world, people can change it for the better. And that those people that are crazy enough to think that they can change the world are the ones that actually do.

我们相信在这个世界上，人们可以使之变得更好。那些疯狂到认为自己可以改变世界的人，才是真正做到的人。

And so, what we’re going to do, in our first brand-marketing campaign in several years, is to get back to that core value. A lot of

things have changed. The market is a totally different place than it was a decade ago.

因此，在多年来的首次品牌营销活动中，我们要回归这一核心价值。很多事情都变了。市场与十年前相比已完全不同。

And Apple's totally different, and Apple's place in it is totally different. And believe me: the products, and the distribution strategy, and manufacturing are totally different—and we understand that. But values and core values: those things shouldn't change.

Apple 也完全不同了，Apple 在市场中的地位也完全不同了。相信我：产品、分销策略和制造都完全不同了——我们理解这一点。但价值观和核心价值观：这些东西不应该改变。

The things that Apple believed in at its core are the same things that Apple really stands for today. And so we wanted to find a way to communicate this. And what we have is something that I am very moved by. It honors those people who have changed the world.

Apple 核心所坚信的东西，就是 Apple 今天真正代表的东西。因此，我们希望找到一种方式来传达这一点。我们所拥有的东西让我非常感动。它致敬了那些改变世界的人。

Some of them are living. Some of them are not. But the ones that aren't, as you'll see, you know that if they ever used a computer, it would have been a Mac.

他们中的一些人还活着。一些人已经不在了。但那些已经不在的人，正如你所见，你知道如果他们曾经使用过电脑，那一定是 Mac。

And the theme of the campaign is "Think Different." It's honoring the people who think different and who move this world forward. It is what we are about. It touches the soul of this company.

此次活动的主题是“与众不同”。它旨在表彰那些与众不同并推动世界前进的人。这就是我们的目标。它触动了这家公司的灵魂。

So I'm going to go ahead and roll it, and I hope that you feel the same way about it that I do.

所以我将继续前进并推出它，我希望你们对此的感受与我相同。

[Steve runs the video.]

[史蒂夫播放视频。]

“Here’s to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They’re not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them.

“向疯狂的人致敬。不合群的人。叛逆者。捣蛋鬼。方孔里的圆钉。那些以不同方式看待事物的人。他们不喜欢规则。他们不尊重现状。你可以引用他们的话，不同意他们的观点，赞美或诽谤他们。

About the only thing you can’t do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world are the ones who do.”

你唯一做不到的就是忽视他们。因为他们改变了事物。他们推动人类向前发展。虽然有些人可能认为他们疯狂，但我们看到了天才。因为那些疯狂到认为自己可以改变世界的人正是那些做到的人。”

Email to Pixar's Leadership

发给皮克斯领导层的电子邮件

“My grades as of today.”

“截至今天的我的成绩。”

As 1997 drew to a close, Steve graded Pixar's performance: four A's, one B, and two F's.

随着 1997 年接近尾声，史蒂夫对皮克斯的表现进行了评分：四个 A、一个 B 和两个 F。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: ec, jl, lawrence, sarahmc

收件人：ec、jl、lawrence、sarahmc

Cc: sj

抄送：sj

Subject: Pixar Milestones

主题：皮克斯里程碑

Date: December 21, 1997, 9:26 a.m.

日期：1997 年 12 月 21 日上午 9:26

From my files, dated Monday, October 28, 1996, with my grades as of today:

来自我的文件，日期为 1996 年 10 月 28 日星期一，截至今天我的成绩：

1997 MILESTONES

1997 年里程碑

1. Make BUGS Great – A

1. 让虫虫总动员变得很棒 – A
2. Ship Two Strong Interactive Products – F (but A for getting out)
2. 发行两款强大的互动产品 – F (但因退出而获得 A)
3. Enter Sequel Business – A (and almost exit sequel business)
3. 进入续集业务 – A (并且几乎退出续集业务)
4. Greenlight Film #3 – F (but B for great progress)
4. 绿灯电影 #3 – F (但 B 表示取得了巨大进步)
5. Manage Growth – A (hired >100 people, Pixar U, expanded infrastructure)
5. 管理增长 – A (已雇用 >100 人 , 皮克斯大学 , 扩展基础设施)
6. Longer Term:
6. 长期 :
 - keep a larger percentage of the profits – A
 - 保留更大比例的利润 – A
 - increase Pixar's brand awareness – B (mostly due to Apple going on)
 - 提高皮克斯的品牌知名度 – B (主要由于 Apple 的发展)

Let's set our 1998 milestone goals soon after the holidays.

让我们在假期后不久设定我们的 1998 年里程碑目标。

Steve

史蒂夫

Email to Pixar's Leadership

发给皮克斯领导层的电子邮件

“This list is to remind us of the ‘forest.’”

“此列表是为了提醒我们‘森林’。”

Steve's 1998 goals for Pixar included beginning animation on the film that would become Monsters, Inc.

史蒂夫为皮克斯设定的 1998 年目标包括开始制作后来成为《怪兽电力公司》的电影的动画。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: ec, jl, lawrence, sarahmc

收件人：ec、jl、lawrence、sarahmc

Subject: Pixar Milestones

主题：皮克斯里程碑

Date: December 26, 1997, 10:00 a.m.

日期：1997 年 12 月 26 日上午 10:00

Here are proposed key 1998 milestones for us as a senior management team. The purpose of this list is to remind us of the “forest” from time to time, and to help prod us into taking corrective action when we get off track.

以下是作为高级管理团队，我们拟议的 1998 年关键里程碑。此列表的目的是时不时地提醒我们“森林”，并在我们偏离轨道时帮助我们采取纠正措施。

Please feel free to shoot full of holes with your comments.

请随时发表评论，畅所欲言。

Steve

史蒂夫

1998 MILESTONES

1998 年里程碑

1. A Bug's Life opens in November to very strong critical and box office success

1. 《虫虫危机》于 11 月上映，获得非常强烈的评论和票房成功

2. PR efforts yield Pixar branding and creative credit for A Bug's Life

2. 公关活动为《虫虫危机》赢得了皮克斯品牌和创意荣誉

3. Toy Story 2 becomes a great feature film

3. 《玩具总动员 2》成为一部伟大的故事片

4. Hidden City is on schedule to begin animation by April '98

4. 隐形城市计划于 98 年 4 月开始动画制作

5. Film #5 development begins by April 1

5. 电影 5 号开发于 4 月 1 日开始

6. Emeryville groundbreaking in May

6. 艾默里维尔于 5 月破土动工

7. Breakthrough new animation system demonstrated by summer

7. 夏季演示突破性新动画系统

8. Secure shorts projects to defray carrying costs of ABL crew through Spring '99

8. 确保短片项目以抵消 ABL 团队在 99 年春季的人员成本

9. Execute equity financing in Spring/Summer if necessary

9. 如有必要，在春/夏季执行股权融资

Email to Apple Employees

发给 **Apple** 员工的电子邮件

“Newton protest today.”

“今日牛顿抗议。”

When Steve returned to Apple, he jettisoned many product lines developed during his time away. His goal was to focus the company's offerings. Some fans rebelled.

当史蒂夫重返 *Apple* 时，他抛弃了许多在他离开期间开发的产品线。他的目标是专注于公司的产品。一些粉丝对此表示不满。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Apple employees

收件人：Apple 员工

Subject: Newton protest today

主题：今天举行 Newton 抗议活动

Date: March 6, 1998, 8:09 a.m.

日期：1998 年 3 月 6 日上午 8:09

Some people are understandably upset that Apple has decided to stop developing future Newton OS based computers, especially the MessagePad. Today some of them are coming to Apple to protest our decision. This is OK.

一些人可以理解地对 Apple 决定停止开发基于未来 Newton 操作系统的电脑（尤其是 MessagePad）感到不安。今天，他们中的一些人将来到 Apple 抗议我们的决定。这是可以的。

We are reserving a space for them on our campus and will provide them with coffee and other hot drinks (it may be cold out there!).

我们将在园区为他们预留一个空间，并为他们提供咖啡和其他热饮（外面可能很冷！）。

Our decision to end Newton development was not taken lightly, and is unlikely to be reversed. Even so, let's welcome the Newton customers and developers who come to protest this decision.

我们决定终止 Newton 开发并非轻率之举，而且不太可能逆转。即便如此，让我们欢迎前来抗议此决定的 Newton 客户和开发人员。

Hopefully they will feel our enthusiasm about the future of Apple, and leave more settled than they arrived.

希望他们能感受到我们对 Apple 未来充满热情，并且比来时更加心平气和地离开。

Thanks

谢谢

Steve

史蒂夫

Speech at Macworld

Macworld 上的演讲

“Apple is coming back in a very big way.”

“苹果将以一种非常大的方式回归。”

Steve was still interim CEO of Apple when he gave the keynote address at Macworld in New York City in July 1998.

1998年7月，史蒂夫在纽约市举行的 *Macworld* 大会上发表主题演讲时，他仍然是苹果的临时首席执行官。

Thank you very much. This is good. I just got off a red-eye to get here. I didn't think I could be here today, and I managed to make it, so this is good. We've got some great stuff to talk about today, so let's get into it.

非常感谢。这很好。我刚下红眼航班赶到这里。我原以为今天赶不到了，但我还是赶上了，所以这很好。我们今天有一些很棒的东西要谈，所以让我们开始吧。

An American named Abraham Maslow came up with a theory that he called the human hierarchy of needs. And this theory was a simple one in concept, [though] somewhat profound in its implications.

一位名叫亚伯拉罕·马斯洛的美国人提出了一个理论，他称之为人类需求层次理论。这个理论在概念上很简单，[尽管]其含义有些深刻。

This theory was that humans have needs that must be met, and these needs can be stratified into certain levels. [Humans] need the bottom needs to be met first, and then they progress to the next level. And when those [needs] are met, they progress to the next level.

这个理论认为，人类有必须满足的需求，这些需求可以分层为某些层次。[人类]需要先满足底层的需求，然后才能进入下一个层次。当这些[需求]得到满足后，他们就会进入下一个层次。

So, you start off with the physiological needs: food, clothing, and shelter, let's say. If those are met, or once those are met, you then start to be concerned more with the safety of your environment—and eventually with love, with esteem, with self-actualization.

因此，你可以从生理需求开始：食物、衣服和住所，我们姑且这么认

为。如果这些需求得到满足，或者一旦这些需求得到满足，你就会开始更多地关注你环境的安全——最终关注爱、尊重和自我实现。

I don't know if this is true or not, but this is what Abraham believed.

我不知道这是否属实，但这正是亚伯拉罕所相信的。

And I thought this was a good model, so I borrowed it today to construct ... Steve Jobs's version of this [*audience laughs*], which I call the Apple Hierarchy of Skepticism.

我曾认为这是一个好模型，所以我今天借用它来构建.....史蒂夫·乔布斯版本的这个模型[听众笑声]，我称之为苹果怀疑论等级制度。

Let me explain this to you. When I came to Apple a year ago, all I heard was, "Apple is dying. Apple can't survive."

让我向你们解释一下。一年前我来到苹果公司时，我听到的都是“苹果公司正在走向死亡。苹果公司无法生存下去”。

And it turns out that every time we convince people that we've accomplished something at one level, they come up with something new.

事实证明，每当我们让人们相信我们在某一层面上取得了成就，他们就会提出一些新的东西。

I used to think this was a bad thing.

我曾经认为这是一件坏事。

I thought, "Oh, jeez, when are they ever going to believe that we're going to be able to turn this thing around?" But actually, now I think it's great, because what it means is we've now convinced them that we've taken care of last month's question—and they're onto the next one.

我想，“天哪，他们什么时候才会相信我们能够扭转这种局面？”但实际上，现在我认为这很棒，因为这意味着我们已经让他们相信我们已经解决了上个月的问题——他们正在关注下一个问题。

So I thought, "Well, let's get ahead of the game. Let's try to figure out what all the questions are going to be and map out where we are." So that's what the Apple Hierarchy of Skepticism is. And it borrows from Dr. Maslow.

所以我想，“好吧，让我们抢先一步。让我们试着弄清楚所有问题是什么，并规划出我们的位置。”这就是苹果怀疑论等级制度的由来。它借鉴

了马斯洛博士的理论。

So the first level, what we encountered a year ago, was survival. *[Audience applauds.]* A lot of people thought Apple was in some sort of death spiral, which I think there was some truth to. What did we do?

We did many, many things, but the three things that stood out in people's minds were: we brought in a new management team to run the company, a new board of directors that's got some phenomenally experienced people on it, and we did a deal with Microsoft.

The largest software company in the world want[ing] to help Apple was a fact that didn't escape very many people, and it added a lot of credibility to what we were doing.

所以第一层，我们一年前遇到的，是生存问题。*[听众鼓掌。]*许多人认为苹果公司正处于某种死亡螺旋之中，我认为这有一定的道理。我们做了什么？

我们做了很多很多事情，但人们印象最深刻的三件事是：我们引进了一个新的管理团队来运营公司，一个拥有经验丰富人士的新董事会，以及我们与微软达成了一项协议。

世界上最大的软件公司想要帮助 Apple，这一事实让很多人印象深刻，并为我们正在做的事情增添了很多可信度。

The combination of these three things and a lot of other medium-sized things, I think, convinced people fairly rapidly that survival, at least in the short term, was not an issue. And it gave us some time to demonstrate that we could accomplish some other things.

我认为，这三件事以及许多其他中等规模的事情的结合，让人们相当迅速地确信，至少在短期内，生存不是问题。这给了我们一些时间来证明我们可以完成其他一些事情。

Immediately, once we did these things, then everybody moved up a level. [...] If it wasn't about survival, it was, "Well, but there's no stable business in the Mac market." That was the next level of the hierarchy.

一旦我们做了这些事情，每个人就立即上升了一个层次。[...] 如果不是为了生存，那就是，“好吧，但 Mac 市场没有稳定的业务。”这是等级制度的下一个层次。

So we had to start demonstrating that we had a stable business, and that one could be made from the Macintosh market, because it's a great market.

因此，我们必须开始证明我们有一项稳定的业务，并且可以从 Macintosh 市场中创造一项业务，因为这是一个巨大的市场。

So what did we do? Well, the most important thing was profits. In the end, that's what a lot of people look at. And the first full quarter of the new management team, Apple delivered profits of \$47 million [...].

And in the next fiscal quarter [...] Apple delivered a quarter with \$55 million of profits.

那么我们做了什么？嗯，最重要的事情是利润。最终，那是许多人关注的。新管理团队的第一个完整季度，苹果获得了 4700 万美元的利润 [.....]。

而在下一个财政季度 [...] 苹果获得了 5500 万美元的利润。

[Audience applauds.]

[听众鼓掌。]

This went a long way to convincing a lot of the skeptics. And we will be announcing the results of our third fiscal quarter, the one that just ended at the end of June, a week from today.

And I'm very pleased to tell you that it will be our third consecutively profitable quarter. [...]

这在很大程度上说服了许多持怀疑态度的人。我们将在今天一周后公布刚于 6 月底结束的第三财季的业绩。

我很高兴地告诉大家，这将是连续第三个盈利的季度。 [...]

In terms of people, our retention has gone way up. We're losing hardly any people from the company now, and we're hiring incredibly good people into the company.

就人员而言，我们的留存率大幅上升。我们现在几乎没有人员从公司离职，而且我们正在招聘非常优秀的人才加入公司。

We also realigned our distribution channels [...] and we began an advertising campaign for brand—around “Think Different”—and for some very specific product advertising. [...] We invested in an online store. [...] We are one of the largest ecommerce sites now on the internet.

我们还重新调整了我们的分销渠道 [...], 并为品牌——围绕“非同凡想”——以及一些非常具体的产品广告开展了一次广告活动。 [...] 我们投

资了一家在线商店。[...] 我们现在是互联网上最大的电子商务网站之一。

[...] And that's terrific.

[...] 而且这太棒了。

So the aggregate of all of these things was that the market value of Apple's risen from about \$1.8 billion a year ago, to about \$4 billion yesterday. I don't know what it is today.

所以所有这些事情的总和是，苹果的市值从一年前的约 18 亿美元涨到了昨天的约 40 亿美元。我不知道它今天是多少。

What this means is that people are seeing a stable business, which is good, and a business that is under control, which is also good.

这意味着人们看到了一项稳定的业务，这是件好事，而且是一项受控的业务，这也是件好事。

So what do they do, then? Well, they don't send us a card or anything. They just go onto the next one. What's the next one? "Well, if you've survived and you've got a stable business, well, what's your product strategy?"

You're a product-driven company; you better have a doggone good product strategy."

那么他们接下来会做什么？嗯，他们不会给我们寄卡片或其他东西。他们只是继续下一个。下一个是什么？“嗯，如果你已经生存下来并且拥有一项稳定的业务，那么你的产品策略是什么？

你是一家以产品为导向的公司；你最好有一个非常好的产品策略。”

✕

When we got to the company a year ago, there were a lot of products. There were the product platforms—fifteen product platforms—and a zillion variants of each one. I couldn't even figure this out myself.

一年前我们刚到公司时，有很多产品。有产品平台——十五个产品平台——以及每个平台的无数变体。我自己甚至都搞不清楚。大约三周后，我说：“当我们甚至不知道向朋友推荐哪些产品时，我们如何向其他人解释这一点？”根本没有办法做到。

After about three weeks, I said, "How are we going to explain this to others when we don't even know which products to recommend to

our friends?” There was no way to do it.

So we went back to Business School 101 and said, “What do people want?” Well, they want two kinds of products. They want consumer products [...] and we need pro products because our design and publishing market wants pro products.

所以我们回到商学院 101，并说：“人们想要什么？”嗯，他们想要两种产品。他们想要消费类产品 [...], 我们需要专业产品，因为我们的设计和出版市场需要专业产品。

[...] And in each of those two categories, we need desktop and portable models.

[...] 在这两个类别中，我们需要台式机和便携式型号。

What this told us was if we had four great products, that's all we need. And as a matter of fact, if we only had four, we could put the A team on every single one of them. And if we only had four, we could turn them all every nine months instead of every eighteen months.

这告诉我们，如果我们有四款很棒的产品，那就足够了。事实上，如果我们只有四款，我们就可以把 A 团队放在每款产品上。如果我们只有四款，我们就可以每九个月更新一次，而不是每十八个月。

And if we only had four, we could be working on the next generation or two of each one as we're introducing the first generation. So that's what we decided to do—to focus on four great products.

如果我们只有四款，我们就可以在推出第一代产品的同时，致力于下一代或两代产品。所以我们决定专注于四款很棒的产品。

And the first one that we introduced, of course, was the desktop pro product, which was the Power Mac G3. [...] The next product was the pro portable. And as you know, that is our new PowerBook G3. [...] Now, we also announced on May 6th that we are developing a consumer portable product, and that we will announce it in the first half of next year.

当然，我们推出的第一款产品是台式机专业产品，即 Power Mac G3。[...] 下一款产品是专业便携式产品。正如你们所知，那就是我们的新款 PowerBook G3。[...] 现在，我们还在 5 月 6 日宣布，我们正在开发一款消费类便携式产品，并将在明年上半年发布。

And we're hard at work on that, and I think it's going to be quite nice.

我们正在努力开发这款产品，我认为它会非常棒。

Which brings us to our consumer desktop product and something we're going to spend a fair bit of time on today, which, of course, is the iMac, which combines the excitement of the internet with the simplicity of a Macintosh. And that was our goal in this product.

这将我们带到我们的消费者桌面产品，以及我们今天将花费大量时间讨论的内容，当然，那就是 iMac，它将互联网的激动人心与 Macintosh 的简单性结合在一起。而这正是我们这款产品的目标。

When we got to Apple a year ago, it was very clear within the first month that Apple was walking away from the consumer market because Apple didn't have a compelling product under \$2,000 and had not had one for some time.

一年前我们来到 Apple 时，在第一个月内就非常清楚地意识到，Apple 正在远离消费者市场，因为 Apple 没有低于 2,000 美元且颇具吸引力的产品，而且已经有一段时间没有这样的产品了。

We immediately began a program to build the most kickass consumer product we knew how to do—and that's the iMac.

我们立即开始了一项计划，以打造我们知道如何制造的最棒的消费者产品——那就是 iMac。

So we're really, really happy with this thing. It's gorgeous. We believe it's going to change the way computers look and should look. ∞

因此我们对这款产品真的非常满意。它非常漂亮。我们相信它将改变计算机的外观以及应该如何外观。∞

So we've survived. We've demonstrated that we've got a really great, stable business. We've laid out the road map of a fantastic product strategy. And we're getting apps back on the Mac in unprecedented numbers. So, what more could you ask for?

因此我们幸存下来了。我们已经证明我们拥有一个非常出色且稳定的业务。我们已经制定了绝佳产品战略的路线图。而且我们正在以前所未有的数量将应用程序带回 Mac。那么，您还能要求什么呢？

Well, there's always something, right? The last one is growth! "Well, if all this stuff's so good, show me some growth. How are you going to grow?"

嗯，总有些事情，对吧？最后一个增长！“好吧，如果所有这些东西都这么好，那就给我看看一些增长。你打算如何增长？”

Right. And again: when I hear these things, I think it's great,

because what it means is we're building the layers below and people are looking at the next layer. [...] What's the next thing to be skeptical about? Growth. So what are we going to do about growth?

没错。再说一次：当我听到这些话时，我认为这很棒，因为这意味着我们在构建底层，人们正在关注下一层。[...] 下一个值得怀疑的事情是什么？增长。那么我们准备如何应对增长？

A year ago, when the new management team got to Apple, we looked at the marketplace and we said that although Apple's market share has declined, it's still extraordinarily strong in the design and publishing market, where Apple's market share is between 50 and 90, depending on what segment you look at.

一年前，当新管理团队进入苹果时，我们考察了市场，我们表示，尽管苹果的市场份额有所下降，但它在设计和出版市场仍然非常强大，苹果的市场份额在 50% 到 90% 之间，具体取决于您考察的细分市场。

And [market share is also strong] in the education market, where Apple owns over half of the installed base and about 35 percent of the new selling units—bigger than anybody else.

而且 [市场份额在] 教育市场也很强大，苹果拥有超过一半的已安装基础和约 35% 的新销售单元，比其他任何人都多。

What we didn't say was that Apple had declined rapidly in the consumer market, a market that it invented. Apple invented the market for selling computers to consumers, and yet it had failed to come out with compelling products at consumer price points for several years.

So even though we didn't talk about it, we began a program to get back into the consumer market with a vengeance. And this is where we see a tremendous amount of growth for ourselves.

We are doing extremely well in the design and publishing market, and starting to do much better in the education market—but adding the consumer market to that will make both of those even stronger. And we're going to do it with the iMac.

我们没有说的是，苹果在消费市场（它所创造的市场）中迅速衰落。苹果创造了向消费者销售计算机的市场，但它却几年来未能推出具有吸引力的消费价位产品。

因此，尽管我们没有谈论过，但我们开始了一项计划，要以复仇的方式重返消费市场。这就是我们为自己看到大量增长的地方。

我们在设计和出版市场做得非常好，并且在教育市场开始做得更好——但将消费市场添加到其中会使这两者变得更加强大。我们将通过 iMac 来做到这一点。

✂

There is no brand in the computer industry that is remotely as strong as Apple's. Apple's brand around the world is right up there with Disney and Sony and Nike in terms of recognition and in terms of consumer loyalty.

Now, it's also worth pointing out that the other three brands on this slide have all had serious problems. Look at Disney when Michael Eisner got there. Look at Nike and Sony over the last half-dozen years.

But when these companies have straightened out their problems, their brands have come back stronger than ever. Brands take decades to build. And we think we have one of the best in the world.

在计算机行业中，没有哪个品牌能像 Apple 一样强大。Apple 在全球的品牌与迪士尼、索尼和耐克在知名度和消费者忠诚度方面不相上下。

现在，值得指出的是，此幻灯片上的其他三个品牌都遇到了严重的问题。看看迈克尔·艾斯纳入主时的迪士尼。看看过去六七年里的耐克和索尼。

但当这些公司解决了问题后，它们的品牌比以往任何时候都更加强大。品牌需要花费数十年来打造。我们认为我们拥有世界上最好的品牌之一。

✂

We believe that as the price points come down, as the consumer market blossoms, design and fashion become even more important. Let me give you an example. This is [an image of] the most popular watch in the world.

我们相信，随着价格下降，随着消费市场的蓬勃发展，设计和时尚变得更加重要。我给你举个例子。这是世界上最受欢迎的手表 [图片]。

And it's popular not because it tells time better than any other watch. It's popular because of its design. I'll give you an interesting statistic: ten years ago, the average American owned one watch.

它之所以受欢迎，并不是因为它比其他任何手表更能准确报时。它受欢迎是因为它的设计。我给你一个有趣的统计数据：十年前，美国人平均拥有一块手表。

Because of design entering the watch market, today the average American owns seven watches. OK? Seven watches because of design. Because of fashion.

由于设计进入手表市场，如今美国人平均拥有七块手表。明白吗？七块手表，因为设计。因为时尚。

Now, when we dream, we dream of this. Right? *[Audience laughs.]* And one of the great joys that I found at Apple a year ago was the best industrial design team I've ever seen in my life. The designs for the new PowerBook G3 and the iMac—they're all done inside Apple by some brilliant, brilliant, super hardworking people.

And you're going to see a continual stream of very innovative design out of Apple—I think the best in the industry by a mile.

现在，当我们做梦时，我们梦想着这个。对吧？[观众笑] 一年前我在 Apple 发现的一件最令人高兴的事情就是，我见过的有史以来最好的工业设计团队。新款 PowerBook G3 和 iMac 的设计——它们都是由 Apple 内部一些才华横溢、超级努力的人完成的。

你将看到 Apple 不断推出极具创新性的设计——我认为是业内最好的设计，遥遥领先。

∞

These are four incredibly powerful, unique, compelling assets: the brand, the installed base, especially in the consumer and education markets, the ability of our design to really take these products into that consumer space of fashion, and the fact that our products are dramatically simpler to set up and use than our competition's. [...]

这些是四项令人难以置信的强大、独特、引人注目的资产：品牌、已安装的设备基础，尤其是在消费者和教育市场、我们的设计能力真正将这些产品带入时尚的消费领域，以及我们的产品比竞争对手的产品在设置和使用上简单得多这一事实。 [...]

So, again, going back to Abraham Maslow: he created his hierarchy of needs, and we've borrowed it today to take a look at a hierarchy of skepticism that's followed us for the last year as we've slowly demonstrated, step by step, that Apple is coming back in a very big way.

所以，再次回到亚伯拉罕·马斯洛：他创建了自己的需求层次理论，我们今天借用它来观察一种怀疑论的层次结构，这种层次结构在过去一年里一直伴随着我们，因为我们已经逐步证明，苹果正在强势回归。



In the queen's chair from A Bug's Life.

来自《虫虫危机》的女王椅子。



Steve kept this snow globe in his home office.

史蒂夫在他的家庭办公室里保存了这个雪景球。

Email to Pixar Employees

发给皮克斯员工的电子邮件

“A Bug’s Life Sweeps.”

“虫虫危机横扫票房”。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Pixar

收件人：皮克斯

Subject: A Bug’s Life Sweeps Thanksgiving Weekend Box Office

主题：虫虫危机横扫感恩节周末票房

Date: November 30, 1998, 7:19 a.m.

日期：1998 年 11 月 30 日，上午 7:19

A Bug’s Life swept the Thanksgiving box office with a record-setting \$46.5 million for the five-day weekend, breaking the previous Thanksgiving weekend record of \$45 million set by Disney’s 101 Dalmatians (live-action) in 1996. A Bug’s Life also set a new three-day (Fri-Sat-Sun) Thanksgiving weekend record of \$33.6 million.

虫虫危机以创纪录的 4650 万美元票房横扫感恩节票房，打破了迪士尼的《101 斑点狗》（真人版）在 1996 年创下的 4500 万美元的感恩节周末票房纪录。虫虫危机还创下了新的三天（周五至周日）感恩节周末票房纪录，为 3360 万美元。

The exit polls are exceptionally positive.

出口民意调查非常积极。

The audience was equally split between males and females (very high ratio of males), and 16% were the highly-desirable non-family “date” audience (we didn’t get this high of a non-family audience for Toy Story until two weeks after its opening).

观众男女比例相当（男性比例很高），16% 是非常理想的非家庭“约会”观众（《玩具总动员》在上映两周后才获得如此高的非家庭观众）。

Audiences loved A Bug's Life, and are telling their friends to see it.

观众喜欢《虫虫危机》，并告诉他们的朋友去看这部电影。

As for the competition, over the five-day weekend Rugrats drooled a respectable \$27.6 million, Babe: Pig in the City squealed across the finish line with just \$8.5 million, and Antz was squashed with just \$1.2 million.

至于竞争对手，在五天的小长假中，《小鬼当家》获得了可观的 2760 万美元，《宝贝猪在城市》以仅 850 万美元的成绩冲过终点线，《蚁哥正传》仅获得 120 万美元，惨遭碾压。

Congratulations go to John, Andrew, Darla, Kevin and entire A Bug's Life crew. What a special present you have given the world. All of us at Pixar feel so proud to be associated with such excellence.

恭喜约翰、安德鲁、达拉、凯文和整个《虫虫危机》团队。你们给世界带来了多么特别的礼物。皮克斯的我们所有人都为与如此卓越的作品相关联而感到自豪。

Congratulations also go to Jan, Karen and the Geri's Game crew for their magical short (audiences around the country loved it too).

还要恭喜简、凯伦和《Geri's Game》团队，感谢他们制作的精彩短片（全国观众也都很喜欢）。

If you divide our Thanksgiving weekend box office of \$46.5 million by the average ticket price of around \$6 -- it tells us that around 7.5 million people saw our movie this weekend!! Few people ever get the chance to make 7.5 million people laugh so much and feel so good.

如果你将我们感恩节周末 4650 万美元的票房除以平均票价约 6 美元——这告诉我们，这个周末约有 750 万人观看了我们的电影！很少有人有机会让 750 万人如此开怀大笑并感到如此美好。

Or 450 people at Pixar feel so proud.

皮克斯的 450 名员工感到无比自豪。

Congratulations.

恭喜。

Steve

史蒂夫

Email to Apple Employees

发给 **Apple** 员工的电子邮件

“We Did It!”

“我们做到了！”

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Apple employees

收件人：Apple 员工

Subject: We did it!

主题：我们做到了！

Date: December 23, 1998, 9:31 a.m.

日期：1998 年 12 月 23 日上午 9:31

Yesterday the market data was released, and (drum roll) iMAC WAS THE NUMBER ONE SELLING COMPUTER IN THE U.S. during the month of November in U.S. retail and mail order channels, outselling all other brands!!

昨天市场数据发布，并且.....（擂鼓）.....iMAC 在 11 月份成为美国零售和邮购渠道销量第一的电脑，销量超过所有其他品牌！！

iMac captured 7.1% of unit volume and 8.2% of dollar volume, propelling Apple's overall market share in retail and mail order to double from about 5% in August to 10% in November.

iMac 占据了 7.1% 的销量和 8.2% 的销售额，推动苹果在零售和邮购市场的整体份额从 8 月份的约 5% 翻了一番，达到 11 月份的 10%。

You can read all about it on our website (www.apple.com in hot news section) or in today's Wall Street Journal (US Edition, page A1 and B7).

您可以在我们的网站（热门新闻部分的 www.apple.com）或今天的《华尔街日报》（美国版，A1 和 B7 页）上阅读所有相关信息。

This incredible achievement is the result of our hard work. Please

take a moment and reflect on how far we have come in the last 18 months. It's amazing what we have all accomplished together. I am very proud of our team, and feel so excited to be at Apple.

这一难以置信的成就是我们辛勤工作的结果。请花一点时间回顾一下我们在过去 18 个月里取得的进步。我们共同取得的成就令人惊叹。我为我们的团队感到非常自豪，并为能在苹果工作而感到无比兴奋。

Have a wonderful holiday.

祝您节日快乐。

Steve

史蒂夫

Email to Apple Employees

发给 **Apple** 员工的电子邮件

“Macintosh Turns Fifteen.”

“Macintosh 十五岁了”。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Apple employees

收件人：Apple 员工

Subject: Macintosh Turns Fifteen

主题：Macintosh 十五岁了

Date: January 24, 1999, 7:49 p.m.

日期：1999 年 1 月 24 日，下午 7:49

Fifteen years ago today, on January 24, 1984, Apple launched the first Macintosh at Flint Center in Cupertino, California.

十五年前的今天，即 1984 年 1 月 24 日，Apple 在加利福尼亚州库比蒂诺的弗林特中心发布了第一台 Macintosh 电脑。

Its revolutionary ease of use made computing accessible to “the rest of us”, and its infusion of graphics and typography placed the Macintosh at the intersection of computer science and liberal arts.

其革命性的易用性让“我们其他人”也能使用计算机，其图形和排版功能的注入使 Macintosh 成为计算机科学和文科的交汇点。

The Macintosh went on to become the second revolution in personal computing (the Apple II was the first), and its revolutionary ideas and benefits spread beyond Apple - they have changed the face of an entire industry and touched hundreds of millions of people around the globe.

Macintosh 成为个人计算机领域的第二次革命（Apple II 是第一次），其革命性理念和优势已超越 Apple - 它们改变了整个行业的面貌，并影响了全球数亿人。

Apple has a lot to be proud of here.

Apple 在这里有很多值得自豪的地方。

While I am not normally one to look back, today is a good day to remember Apple's legacy, which is to bridge the gap between sophisticated technology and "the rest of us" who make up most of humanity. It's our job to make complex technology easy to use and fun to use.

虽然我通常不会回顾过去，但今天是纪念 Apple 传承的好日子，即弥合复杂技术与构成人类大部分的“我们其他人”之间的鸿沟。我们的工作是要让复杂的技术易于使用且使用起来很有趣。

The need for this bridge is even greater today than it was in 1984 when the Macintosh debuted.

这种桥梁的需求比 1984 年 Macintosh 首次亮相时还要大。

Back then, users didn't have to deal with the complexities of connecting to networks and the Internet, setting up email, managing device drivers and init files, and all of the other things that drive today's computer users mad.

那时，用户不必处理连接到网络和互联网、设置电子邮件、管理设备驱动程序和初始化文件以及所有让当今计算机用户抓狂的其他事情的复杂性。

The computer world shows no signs of getting simpler as we enter the coming century. And no other company has yet taken Apple's place as the bridge builder.

随着我们进入即将到来的世纪，计算机世界没有变得更简单的迹象。而且还没有其他公司取代苹果成为桥梁建设者。

As we return to our roots and once again begin delivering simpler and better ways to use computers, Apple's future looks both bright and secure.

当我们回归本源，再次开始提供更简单、更好的使用计算机的方法时，苹果的未来看起来既光明又安全。

It's been an amazing journey so far, yet we have barely begun.

到目前为止，这是一段奇妙的旅程，但我们才刚刚开始。

Steve

史蒂夫

Email from Steve to Himself

史蒂夫发给自己的电子邮件

“Apple’s Reason For Being.”

“苹果存在的理由”。

Steve often captured his thoughts by emailing himself notes.

史蒂夫经常通过给自己发送电子邮件来记录他的想法。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Apple’s reason for being

主题：苹果存在的理由

Date: October 29, 2000, 4:39 p.m.

日期：2000 年 10 月 29 日，下午 4:39

Apple is the world’s premier company at building high technology products that are easy to learn and use by mere mortals. Beginning over 20 years ago, Apple has consistently set the standard for easy to use computer systems and software. Why do we do this?

苹果是全球首屈一指的高科技产品公司，其产品易于学习和使用，即使是普通人也能轻松驾驭。20 多年来，苹果始终树立着易于使用的计算机系统和软件的标准。我们为什么要这样做？

Because we are in love with the potential for personal computers to enhance and enrich the lives of regular people - not just with spreadsheets and databases, but with creative

因为我们热爱个人电脑的潜力，它可以改善和丰富普通人的生活——不仅仅是电子表格和数据库，还有创意

We’re a creatively driven company in everything we do. From

breakthrough product features and operating systems to culturally leading product design and advertising.

我们在所做的一切中都是一家创意驱动的公司。从突破性的产品功能和操作系统到引领文化的产品设计和广告。

Heck, we INVENTED the personal computer, spawned desktop publishing and are now bringing desktop movies to millions. And our engineers are hard at work on several more exciting breakthroughs you'll see in 2001.

见鬼，我们发明了个人电脑，催生了桌面出版，现在正将桌面电影带给数百万人。我们的工程师正在努力进行多项更令人兴奋的突破，您将在2001年看到。

Apple marries state of the art technology with Apple's legendary ease-of-use to create products that enable users to do more

苹果将最先进的技术与苹果传奇般的易用性相结合，创造出能够让用户做更多事情的产品

Apple is the world's premier bridge builder between mere mortals and the exploding world of high technology. Apple enables mere mortals around the world to grasp by making it easy to learn and use

苹果是普通人与不断爆炸的高科技世界之间的全球首屈一指的桥梁建设者。苹果让世界各地的普通人能够轻松学习和使用，从而掌握

Apple is the premier company in the world at making the exploding world of high technology easy to learn and use, thereby enabling mere mortals to enrich their lives using it.

苹果是世界上首屈一指的公司，它让高科技爆炸式发展的世界变得易于学习和使用，从而让人们能够利用它来丰富自己的生活。

Demystified technology, it will have a much greater impact than any other thing we can do. The stores need to be thought of as a mecca for understanding technology and making all of the digits a part of your life.

技术不再神秘，它将比我们能做的任何其他事情产生更大的影响。这些商店需要被视为理解技术和让所有数字成为你生活一部分的圣地。

All things digital, digital music, digital photography, people who've migrated to broadband, people/families who want to build a home network

所有数字的东西，数字音乐，数码摄影，已经迁移到宽带的人，想要建立家庭网络的人/家庭

Speech to Pixar Employees

对皮克斯员工的讲话

“Hopefully we captured a bit of Pixar’s soul in this building.”

“希望我们在这个建筑中捕捉到皮克斯的一点灵魂。”

In November 2000, Steve officially opened Pixar’s headquarters building in Emeryville, California.

2000 年 11 月，史蒂夫正式在加利福尼亚州埃默里维尔开设了皮克斯的总部大楼。

I just wanted to say a few words as we sort of come together to live here.

当我们走到一起住在这里时，我只想说几句话。

You know, I have seen this building, every square millimeter of this building, in almost every stage of its planning and development and construction—except for one thing, which is I have never seen people in it. It makes all the difference.

你知道，我看到过这座建筑，这座建筑的每一平方毫米，几乎在它的规划、开发和建设的每个阶段——除了有一件事，我从未在其中见过人。这完全不同了。

This big space here looks pretty big without people in it, and with all of us in it, it looks just right.

这个大空间在没有人的情况下看起来很大，而当我们所有人都身处其中时，它看起来刚刚好。

We are moving from Point Richmond, where we have lived for eleven years, to our new home here, where I think we are going to live forever. We have land to expand here, and I think a lot of us will spend the rest of our corporate lives here.

我们从里士满角搬到了这里的新家，我们已经在这里住了十一年，我想我们会永远住在这里。我们有土地可以在这里扩张，我想我们许多人都会在这里度过我们职业生涯的剩余时间。

We are moving from four buildings to one. One of the things

people have said this morning is they are seeing people for the first time that work at our company. That's both startling and kind of exciting.

我们从四座建筑搬到了一座。今早有人说的一件事是，他们第一次见到在我们公司工作的人。这既令人吃惊，又令人兴奋。

We have designed this building to be a more urban environment—that's what this is, this is Town Square right here—and it's a place for you to meet people you have never met before, a place for us to interact and collaborate, which is really the basis of our success.

我们设计这座建筑是为了打造一个更都市化的环境——这就是这里，这里就是城镇广场——这是你们结识以前从未见过的人的地方，是我们互动和协作的地方，这实际上是我们成功的基础。

So it's a very different feeling to get us all into one building, and yet provide us a nice park so we can get away from everybody else when we need to.

因此，把我们所有人安置到一座建筑中是一种截然不同的感觉，但同时为我们提供了一个漂亮的公园，以便我们在需要时远离其他人。

We bought this land four years ago. It was a giant Del Monte Fruit Cocktail factory. It had been abandoned and was decrepit. It was falling apart, and for some reason, we saw the land underneath it that no one else saw. We bought it.

我们四年前买下了这块地。它曾是一家巨大的德尔蒙特水果鸡尾酒工厂。它已被废弃，破败不堪。它正在倒塌，出于某种原因，我们看到了地下的土地，而其他人没有看到。我们买下了它。

We bought sixteen gorgeous acres of land, which is one of the rare large parcels of land left in the Bay Area.

我们购买了 16 英亩的美丽土地，这是湾区为数不多的剩余大块土地之一。

Deciding what building to build was really hard. When you are in rented buildings, it is easy because they don't define who you are—they define who the landlord is!

决定建造什么建筑真的很难。当你身处租赁建筑中时，这很容易，因为它们不会定义你是谁——它们定义的是房东是谁！

But when you decide to design your own building, you have to ask the question, “Who are we?” Because you want to capture some of the soul of the company in the building and reflect who we are.

但当你决定设计自己的建筑时，你必须问这个问题，“我们是谁？”因为你想要在建筑中捕捉到公司的灵魂，并反映出我们是谁。

The design proceeded much like one of our films. First, a treatment; throw it away. Then another; throw it away. And finally, one that is worth developing—and then zillions and zillions of iterations, model after model after model, detail after detail.

设计过程很像我们的电影之一。首先，一个处理方法；把它扔掉。然后是另一个；把它扔掉。最后，一个值得开发的方法——然后是数不清的迭代，一个接一个的模型，一个接一个的细节。

We drove our architects crazy. And three years of development—again, much like one of our films.

我们让我们的建筑师抓狂。三年的开发——同样，很像我们的电影之一。

And hopefully we captured a bit of Pixar’s soul in this building. Our architects did an amazing job. This is also a hand-made building. All the steel is hand-joined on this site and bolted together, not welded.

希望我们在这个建筑中捕捉到了皮克斯的一点灵魂。我们的建筑师做得非常出色。这也是一座手工建筑。所有钢材都在这个场地手工连接并用螺栓固定在一起，而不是焊接。

Just the drawings to define every connection for every place where steel is bolted to steel were twenty-five hundred pages. Every brick was custom hand-made, with an old, not-seen-today process, and then hand-laid on the site. John [Lasseter] even laid a brick—right over there.

仅用于定义每个地方钢与钢之间螺栓连接的图纸就有两千五百页。每块砖都是手工定制的，采用一种古老的、如今已不复存在的工艺，然后在现场手工铺设。约翰[拉塞特]甚至还亲自铺了一块砖——就在那边。

And every floorboard was hand-laid and sanded on the site. This is a handmade building, just like one of our films.

每块地板也都是手工铺设并在现场打磨的。这是一座手工建造的大楼，就像我们的电影一样。

And the workers discovered that this crazy owner was letting them build a building like they always had dreamed of, like none other built these days.

工人们发现，这位疯狂的老板让他们建造了一座他们一直梦寐以求的大楼，是如今其他任何建筑都无法比拟的。

And they brought their families to the construction site on weekends to see their craftwork like no one else is doing today—just like all of us feel about our films. And though a little blood was spilled, no one was seriously hurt building this building, just like one of our films.

他们会在周末带着家人来到施工现场，看看自己的工艺品，这是如今其他任何人都做不到的——就像我们所有人对我们电影的感受一样。虽然流了一些血，但建造这座大楼时没有人受到严重伤害，就像我们的电影一样。

This land and building and grounds cost just shy of \$100 million, about the same as it costs to make one of our films. This equals around one year's salary and benefits for everybody in our studio: to build this whole place, to buy the land, to build the grounds.

这块土地、这座建筑和场地花费了不到 1 亿美元，大约相当于制作我们一部电影的成本。这相当于我们工作室所有人一年的工资和福利：建造整个地方、购买土地、建造场地。

We are making this investment in our future because we want the best place in the world to support the best talent in the world making the best animated features in the world.

我们对未来进行这项投资，因为我们希望世界上最好的地方能够支持世界上最优秀的人才，制作出世界上最好的动画长片。

And we paid for it in cash. We have no debt on this building. We own it. Basically, this building was paid for with the profits we made from *A Bug's Life*. And we still have over \$200 million of cash in the bank. This building will be a solid investment, just like one of our films.

我们用现金支付了这笔费用。我们没有为这栋建筑负债。我们拥有它。基本上，这栋建筑是用我们从《虫虫危机》中获得的利润支付的。我们银行里还有超过 2 亿美元的现金。这栋建筑将成为一项稳健的投资，就像我们的电影之一。

Pixar's home was in Point Richmond for eleven years. Now our home is here, and many of us will spend the remainder of our

professional lives here.

皮克斯在里士满角的总部已经存在了十一年。现在我们的总部在这里，我们中的许多人将在余下的职业生涯中在这里度过。

We are having an open house and holiday party here on Saturday, December 9, in the afternoon and early evening, when you can bring your family to see our new home. This home has been lovingly built by talented workers; the building has good karma already.

我们将在 12 月 9 日星期六下午和傍晚在这里举行开放日和节日派对，届时您可以带上家人来看我们的新家。这个家是由才华横溢的工人精心建造的；这栋建筑已经有了好运。

But its purpose is not just to be a cool building or to impress anyone on the outside. It is to house and inspire the most talented group of filmmakers in the world—that's you.

但它的目的不仅仅是成为一栋酷炫的建筑或给外界留下深刻印象。它是为了容纳和激励世界上最有才华的电影制作人团队——那就是你们。

And so today, the architects, Tom, Craig, and the amazing crew that we have here at the company, all of the facilities crew and the I.S. [Information Systems] crew, and everybody who has moved us seamlessly over the last week, we are officially turning the building over to you: the creative owners.

因此今天，建筑师汤姆、克雷格以及我们公司里令人惊叹的团队，所有设施团队和信息系统团队，以及在过去一周里让我们无缝搬迁的每个人，我们正式将这座建筑移交给你们：富有创造力的主人。

So go make some history here!

所以，在这里创造一些历史吧！



Steve, 2000.

史蒂夫，2000年。



Rehearsing for Macworld keynote, Tokyo, 2001.

2001 年，在东京为 Macworld 主题演讲进行彩排。

Speech Introducing the First Apple Store

介绍第一家 **Apple Store** 的演讲

“Wouldn't it be great if when ... you had any questions, you could ask a Genius?”

“如果当...你有任何问题时，可以询问天才，那不是很好吗？”

In May 2001, Steve recorded a private tour of the first Apple Store for an audience of software developers. He had once suggested that the Genius Bar be called the Geek Bar.

2001年5月，史蒂夫为一群软件开发者的录制了第一家 Apple Store 的私人参观视频。他曾建议将 Genius Bar 称为 Geek Bar。

[From the sidewalk outside the store]

[从商店外的街道]

Hi, I'm Steve Jobs, and I'm here at Tysons Corner Mall in Virginia, right outside of Washington, D.C. And I'm standing in front of this wood barricade we've built in front of our first retail store, that's going to open in six days. Now, nobody's seen inside here yet.

And I'd like to take you inside for a secret little private tour.

嗨，我是史蒂夫·乔布斯，我现在位于弗吉尼亚州泰森斯角购物中心，就在华盛顿特区外。我正站在我们第一家零售店前的木制路障前，它将在六天后开业。现在，还没有人看到过里面。

我想带你们进去进行一次秘密的小型私人参观。

[Beckons toward the store]

[向商店招手]

So come on in. Now, this is our store. And the store's divided into four parts. The first quarter of the store has our home section, with great home and education products. And our Pro section, with all our great Pro products.

所以请进来。现在，这是我们的商店。商店分为四个部分。商店的第一部分是我们的家庭用品区，有很棒的家庭和教育产品。还有我们的专业用品区，有我们所有很棒的专业产品。

Every product we make is in this first 25 percent of the store. You can see the whole product line.

我们生产的每件产品都位于商店的前 25%。您可以看到整个产品线。

So come on over here. Let me show you what we've got going in the home section. ∞

所以请过来。让我向您展示我们在家庭用品区推出的产品。∞

We decided carrying our own products wasn't enough, so we're carrying six digital camcorders, six digital cameras, six MP3 players, and six handheld organizers.

我们决定只销售自己的产品还不够，所以我们销售六款数码摄像机、六款数码相机、六款 MP3 播放器和六款手持式管理器。

So you can come in here, and not only can you buy these digital devices, but you can actually hook them right up to the Macs and take them for a spin.

所以您可以来这里，不仅可以购买这些数码设备，还可以将它们直接连接到 Mac 上试用。

Wouldn't it be great if when you went to buy a computer—or after you bought a computer—if you had any questions, you could ask a Genius? Well, that's what we've got. This is called the Genius Bar.

如果您在购买电脑时——或购买电脑后——有任何疑问，可以向 Genius 咨询，那不是很好吗？嗯，这就是我们所拥有的。这里称为 Genius Bar。

I'm not a Genius, but I'll stand behind here. There'll be somebody here who can do service right in the store and who could answer any questions you've got about your Mac or any of the peripherals or software that work with it.

我不是 Genius，但我将站在这里。这里会有人能够直接在商店中提供服务，并能够回答您对 Mac 或任何与其配套的外设或软件的任何疑问。

And if that person doesn't know the answer, they've got a hotline to call us in Cupertino at Apple headquarters, where we have somebody who does.

如果那个人不知道答案，他们可以拨打热线电话联系我们在库比蒂诺的 Apple 总部，那里有人知道答案。

But maybe the most exciting part of the back of the store is our

theater. We've got an exceptional rear projection screen. We can play our latest commercials back here, we can play some incredible videos back here, and of course we can play iTunes visualizations back here.

但也许商店后部最令人兴奋的部分是我们的影院。我们有一个出色的背投屏幕。我们可以在此播放我们最新的广告，我们可以在此播放一些令人难以置信的视频，当然我们也可以在此播放 iTunes 可视化效果。

One last thing I want to show you is all our great software. Look at this stuff. We have over three hundred titles, from games to the most sophisticated pro applications. There's something for everybody.

最后一件事我想向你们展示的是我们所有出色的软件。看看这些东西。我们有三百多个标题，从游戏到最复杂的专业应用程序。每个人都能找到适合自己的东西。

We can't wait to feature your software right here, in every single one of our stores. So go write some more for us, and we'll build more shelves for as much as you can write.

我们迫不及待地想在我们的每一家商店里展示你们的软件。所以，继续为我们编写更多软件，我们会为你们能编写的尽可能多的软件建造更多货架。

Take care.

保重。

Email to Apple Employees

发给 **Apple** 员工的电子邮件

“Message from Steve.”

“来自 Steve 的信息”。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Apple employees

收件人：Apple 员工

Subject: Message from Steve

主题：来自 Steve 的信息

Date: September 17, 2001, 7:15 a.m.

日期：2001 年 9 月 17 日，上午 7:15

Team,

团队，

Last week's devastating and tragic events have touched everyone at Apple. We are all grieving for the victims and their families. Thankfully, no Apple team members were among them.

上周的毁灭性和悲惨事件触动了苹果的每个人。我们都为受害者及其家人感到悲痛。谢天谢地，没有苹果团队成员在其中。

I know many of you have taken time to support various relief efforts, give blood, and support those around you. We all appreciate your extra efforts to do so.

我知道你们中的许多人已经花时间支持各种救济工作、献血并支持你们周围的人。我们都感谢你们为此做出的额外努力。

I want to let you know that Apple is donating one million dollars to the families of the firefighters, police and other emergency response personnel who lost their lives, through the American Red Cross Disaster Relief Fund.

我想让你们知道，苹果公司通过美国红十字会救灾基金向失去生命的消防员、警察和其他应急响应人员的家人捐赠一百万美元。

In addition, we will donate one iBook to each of these families with children this holiday season.

此外，我们将在今年的假日季向这些有孩子的家庭中的每一个家庭捐赠一台 iBook。

Also, today we are announcing the cancellation of Apple Expo 2001, which was scheduled to take place in Paris on September 26-30. We are very sorry to disappoint our customers and developers, but their safety must be our primary concern at this time.

此外，我们今天宣布取消原定于 9 月 26 日至 30 日在巴黎举行的 2001 年苹果博览会。我们非常抱歉让我们的客户和开发人员失望，但他们的安全必须是我们此时的首要关注点。

Apple is a very visible American company, and having a highly publicized event at this time would be irresponsible.

苹果是一家非常引人注目的美国公司，此时举办一场备受瞩目的活动是不负责任的。

We are also taking extra precautions to insure our safety. Apple security will remain on heightened alert at all our facilities around the world for the foreseeable future. Please immediately report any suspicious events or personnel to security.

我们还采取了额外的预防措施来确保我们的安全。在可预见的未来，苹果的安全部门将在我们全球所有设施保持高度戒备。请立即向安全部门报告任何可疑事件或人员。

It's going to take time for the world to return to "normal", and some things will never return to the way they were. The next few months may be rocky. Please take the time you need for your families, and please lean on one another. Together, we will all get through this.

世界恢复“正常”需要时间，有些事情永远不会恢复到从前的样子。未来几个月可能会很艰难。请花时间陪伴家人，并互相依靠。我们终将一起度过难关。

I want to commend everyone for their efforts throughout this difficult

time. As always, I am very proud of this team.

我要赞扬每个人在这段困难时期做出的努力。一如既往，我为这个团队感到非常自豪。

Steve

史蒂夫

Email to Apple Employees

发给 **Apple** 员工的电子邮件

“Excellence.”

“卓越。”

Steve said this was his favorite quote.

史蒂夫说这是他最喜欢的名言。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Apple employees

收件人：Apple 员工

Subject: Aristotle

主题：亚里士多德

Date: January 20, 2002, 12:47 p.m.

日期：2002 年 1 月 20 日，下午 12:47

We are what we repeatedly do. Excellence, then, is not an act, but a habit. – Aristotle

我们反复做的事情塑造了我们。因此，卓越不是一种行为，而是一种习惯。——亚里士多德



Steve's iPod. "Bring the joy of music to even more people."

史蒂夫的 iPod。"让更多的人享受音乐的乐趣。"



A treasured gift Steve kept in his office.

史蒂夫珍藏在他办公室的一件礼物。

Emails from Steve to Himself

史蒂夫发给自己的电子邮件

“This song moves me like few others.”

“这首歌让我感动，没有几首歌能做到这一点。”

Steve drafted playlists of his favorite songs and why he loved them in 2003, the year the iTunes Music Store debuted.

2003 年，也就是 iTunes Music Store 首次亮相的那一年，史蒂夫起草了一份他最喜欢的歌曲的播放列表，并写明了他喜欢这些歌曲的原因。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Re: Celebrity Playlist

主题：回复：名人播放列表

Date: April 16, 2003, 9:02 p.m.

日期：2003 年 4 月 16 日，下午 9:02

1. Sligo River Blues, In Christ There is No East or West, John Fahey

1. 斯莱戈河蓝调，在基督里没有东西方，约翰·法希

2. If I Laugh, Cat Stevens (or Trouble)

2. 如果我笑，卡特·史蒂文斯（或麻烦）

3. Every Grain of Sand, Bob Dylan

3. 每粒沙子，鲍勃·迪伦

4. Baby Let Me Follow You Down, Bob Dylan, 66 tour, live, She Belongs to Me, Desolation Row, Just Like A Woman, It's All Over Now Baby Blue

4. 宝贝让我跟着你走，鲍勃·迪伦，66 年巡演，现场，她属于我，荒凉街，就像一个女人，现在一切都结束了，宝贝蓝

5. Vince Guaraldi, Never Never Land
5. 文斯·瓜拉尔迪，永无岛
6. Sweet Jane, Velvet Underground
6. 甜蜜的简，地下丝绒
7. Here Comes the Sun, Beatles (Ticket To Ride, Yesterday, Nowhere Man, In My Life)
7. 太阳出来了，披头士（乘车票，昨天，无处的人，在我的生活中）
8. Little Green, Joni Mitchell
8. 小绿，琼尼·米切尔
9. Camelot, Lerner & Loewe
9. 卡米洛特，勒纳和洛伊
10. Suite Judy Blue Eyes, Crosby, Stills & Nash (Wooden Ships)
10. Suite Judy Blue Eyes , Crosby, Stills & Nash (Wooden Ships)
11. Neil Young, Harvest
11. Neil Young , Harvest
12. Hey Joe, Jimi Hendrix
12. Hey Joe , Jimi Hendrix
13. How Long Has This Been Going On, Audrey Hepburn, Funny Face
13. How Long Has This Been Going On , Audrey Hepburn , Funny Face
14. Good Shepherd, Jefferson Airplane
14. Good Shepherd , Jefferson Airplane
15. You're Still My Woman, B.B. King
15. You're Still My Woman , B.B. King
16. For A Dancer, Jackson Browne
16. For A Dancer , Jackson Browne
17. New Morning, Bob Dylan
17. New Morning , Bob Dylan

18. Take Me to the River, Talking Heads, Stop Making Sense
18. Take Me to the River , Talking Heads , Stop Making Sense
19. Angel From Montgomery, Bonnie Raitt
19. Angel From Montgomery , Bonnie Raitt
20. Father and Son, Cat Stevens
20. 父与子 , 猫史蒂文斯
21. Minor Swing, Django Reinhardt
21. 次要摇摆 , Django Reinhardt
22. Where to Now St. Peter, Elton John
22. 圣彼得现在去哪里 , 埃尔顿·约翰
23. Colors/Dance, George Winston
23. 色彩/舞蹈 , 乔治·温斯顿
24. The Dark End of the Street, James Carr
24. 街道的黑暗尽头 , 詹姆斯·卡尔
25. Come On, Let's Go, Ritchie Valens
25. 来吧 , 我们走吧 , 里奇·瓦伦斯
26. Tupelo Honey, Van Morrison
26. 图珀洛蜂蜜 , 范·莫里森
27. Judy Garland, Over the Rainbow, Live
27. 朱迪·加兰 , 彩虹之上 , 现场

From: Steve Jobs

发件人 : 史蒂夫·乔布斯

To: Steve Jobs

收件人 : 史蒂夫·乔布斯

Subject: Celebrity Playlist--writeup

主题：名人歌单——撰写

Date: December 27, 2003, 4:58 p.m.

日期：2003 年 12 月 27 日，下午 4:58

For a Dancer

献给舞者

I first heard this on my car radio while driving down Highway 280, and I started crying. I had not listened to much Jackson Browne at that time, and was just blown away by the lyrics. I have since listened to many more of his songs, but this one is still my favorite.

我第一次听到这首歌是在开车经过 280 号高速公路时从车载收音机里传来的，我开始哭泣。那时我还没有听过太多杰克逊·布朗的歌，只是被歌词深深打动了。从那以后，我听过他更多歌曲，但这首歌仍然是我的最爱。

Little Green

小绿

This is an autobiographical song by Joni Mitchell about giving a daughter up for adoption. Maybe it's because I'm adopted, but this song moves me like few others. After I realized what this song was about, I cry every time I hear it.

这是一首由乔尼·米歇尔创作的自传体歌曲，讲述了将女儿送养的故事。也许是因为我被收养，这首歌让我感动不已。当我意识到这首歌的含义后，每次听到它都会哭泣。

She wrote it when she was young, and it remains one of the best of her many great songs.

她在年轻时创作了这首歌，这首歌仍然是她众多优秀歌曲中最好的一首。

I Get A Kick Out of You

我乐在其中

From Ella's incomparable Cole Porter Songbook album.

来自艾拉无与伦比的科尔·波特歌曲集专辑。

All I Have to Do is Dream

我所要做的就是做梦

This song was a hit when I was very young, and I remember listening to it as my parents listened to it, which brings back great memories.

这首歌在我很小的时候就流行了，我记得我听它的时候，我的父母也在听，这让我回忆起了美好的时光。

It was a transition period from the 50s to the 60s -- Buddy Holly was dead, the Beatles hadn't arrived yet, and groups like The Everly Brothers filled the gap nicely.

那是从 50 年代到 60 年代的过渡时期——巴迪·霍利已经去世，披头士乐队还没有出现，而埃弗利兄弟乐队等组合很好地填补了这一空白。

Email from Steve to Himself

史蒂夫发给自己的电子邮件

“This is what it feels like to be living in—and creating—a Golden Age.”

“这就是生活在——并创造——黄金时代的感觉。”

Steve sent himself notes to prepare for a talk on Pixar.

史蒂夫给自己发送了笔记，为在皮克斯的演讲做准备。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Re: Golden Age

主题：回复：黄金时代

Date: May 3, 2003, 5:08 p.m.

日期：2003 年 5 月 3 日下午 5:08

Websters Dictionary states that the term Golden Age dates from 1555 and means: a period of great happiness, prosperity, and achievement.

韦伯斯特词典指出，黄金时代一词始于 1555 年，意为：极度幸福、繁荣和成就的时期。

Pixar is in a Golden Age. With our soon-to-be-released Finding Nemo, we have completed 5 computer animated feature films, with three more in some stage of production. All original Pixar stories.

皮克斯正处于黄金时代。随着即将上映的《海底总动员》，我们已经完成了 5 部电脑动画长片，还有三部处于制作的某个阶段。所有都是皮克斯原创故事。

Our track record of 4 for 4, and hopefully 5 for 5, is unparalleled in the history of animation, and indeed in the history of film.

我们 4 部作品的记录，希望是 5 部作品的记录，在动画史上，乃至电影史上都是无与伦比的。

Our real Golden Age is being fueled by the maturing of our people. I have seen Pete, Andrew and Lee grow into the second generation of Pixar Directors, all with the experience of leading the creation of a feature film under their belts.

我们真正的黄金时代是由我们员工的成熟推动的。我看到皮特、安德鲁和李成长为皮克斯导演的第二代，他们都有领导创作长片的经验。

I have seen Darla and Graham grow into our industry's best producers, producing our films with greater and greater mastery. I have seen Rob Cook and his R&D team ushering in a new, second golden age of amazing new Pixar science and technology.

我看到达拉和格雷厄姆成长为我们行业最优秀的制片人，他们以越来越高的造诣制作我们的电影。我看到罗伯·库克和他的研发团队引领着皮克斯科学技术的新黄金时代。

And I see more directors and producers coming right behind them.

我看到更多导演和制片人紧随其后。

In every aspect of our studio, I see the kind of sprouting that signals Springtime—and I think the world, which is already amazed at what we have done so far, is going to be even more amazed at what's in store for them in the coming years.

在我们的工作室的各个方面，我看到了春天的萌芽——我认为世界已经对我们迄今为止所做的事情感到惊讶，而未来几年里我们为他们准备的东西会让他们更加惊讶。

Tonight is a night for celebration, but don't forget to pause for a moment and realize that this is what it feels like to be living in—and creating—a Golden Age.

今晚是庆祝之夜，但别忘了停下来片刻，意识到这就是生活在——并创造——黄金时代的感觉。

And, 25 years from now, when a kid—maybe even your grandkid—asks you what it was like to be at Pixar during its Golden Age, you'll know—if you can only find the words to describe it.

25 年后，当一个孩子——甚至可能是你的孙子——问你在皮克斯的黄金时代是什么感觉时，你就会知道——如果你能找到合适的词语来描述它。

Interview with Leslie Berlin

采访莱斯利·柏林

“I think I got lucky and had the chutzpah to call these guys up.”

“我认为我运气好，有胆量给这些人打电话。”

On May 24, 2003, Steve spoke with Leslie Berlin about his mentor Robert Noyce. Noyce co-invented the microchip and co-founded Intel and Fairchild Semiconductor, the first successful silicon microchip company in Silicon Valley.

2003年5月24日，史蒂夫与莱斯利·柏林谈到了他的导师罗伯特·诺伊斯。诺伊斯联合发明了微芯片，并联合创立了英特尔和仙童半导体，这是硅谷第一家成功的硅微芯片公司。

Leslie Berlin: Why'd you decide to join the Grinnell College board?

莱斯利·柏林：你为什么决定加入格林内尔学院董事会？

Steve Jobs: Bob asked me to do it. I went to a small liberal arts college. Six months officially, and for two years I was kind of a drop-in. And so I've always had a soft spot for private liberal arts colleges. You really only find them in America, and they're a very wonderful thing.

史蒂夫·乔布斯：鲍勃让我这么做。我上了一所小型文理学院。正式上了六个月，两年里我都是断断续续地上课。因此我一直对私立文理学院情有独钟。你真的只能在美国找到它们，它们非常棒。

It was a fun experience. And the funnest part was just traveling down with Bob. We almost died together; I don't know if you know about this.

那是一次有趣的经历。最有趣的部分就是和鲍勃一起旅行。我们差点一起死了；我不知道你是否知道这件事。

LB: No.

LB：不知道。

SJ: Well, Bob's a pilot, as you know. He flew all kinds of planes. He bought a Seabee. Have you heard about that?

SJ: 好吧, 鲍勃是飞行员, 你应该知道。他驾驶过各种飞机。他买了一架海蜂式飞机。你听说过吗?

LB: I've heard that he had this plane.

LB: 我听说过他有一架飞机。

SJ: It was a Seabee. And a Seabee was a World War II plane. They stopped making them probably at the end of the forties. And there were like a hundred of them left. It was a plane whose fuselage was in the shape of the hull of a boat.

Its wings were on top; and it could land on a runway or in the water.

SJ: 那是一架海蜂式飞机。海蜂式飞机是二战时期的飞机。他们可能在四十年代末停止生产了。只剩下大约一百架了。那是一架机身呈船体形状

的飞机。

它的机翼在顶部; 它可以在跑道或水面上降落。

He bought one. He had just gotten it, and he called me up and said, "Hey, there's a Seabee fly-in up at Trinity Lake. [...] Do you want to go?" I said, "Sure. Let's go." So, we get in the Seabee plane [...] and we land in Lake Shasta.

他买了一架。他刚拿到飞机, 就给我打电话说: “嘿, 三一湖有一个海蜂式飞机聚会。[...] 你想去吗?”我说: “当然。我们走吧。”于是, 我们登上海蜂式飞机[...] 在沙斯塔湖降落。

We got out and went for a swim, and it was really great. Really great. So we take off again, and it's getting kind of hot. Bob pulls a lever that he thinks is the air ventilation. But he pulls the wrong lever. He pulled the lever that locks the wheels.

我们下飞机去游泳, 感觉棒极了。真的棒极了。然后我们再次起飞, 天气变得有点热。鲍勃拉了一个他认为是通风口的拉杆。但他拉错了拉杆。他拉的是锁定轮子的拉杆。

We get to Trinity Lake, and he's landing on the runway [...] and we hit the tarmac. The wheels on the wings, of course, are locked, so the plane immediately lunges forward. Sparks start flying. We very nearly flipped the plane over.

我们到达三一湖, 他正在跑道上降落[...]我们撞上了停机坪。机翼上的轮子当然是被锁住了, 所以飞机立即向前冲。火花四溅。我们差点把飞机翻了。

It was only due to his excellent piloting that we survived.

我们能幸存下来完全归功于他高超的驾驶技术。

And I was imagining, as this was all happening, the headlines: “Bob Noyce and Steve Jobs Killed in Fiery Plane Crash.” I think it was pretty close. ∞

当时这一切发生的时候，我脑子里浮现出这样的头条新闻：“鲍勃·诺伊斯和史蒂夫·乔布斯死于飞机起火事故。”我想那次事故非常接近。∞

SJ: I was young. I was in my late twenties. And Bob was—gosh, he must have been in his later forties.

SJ：我当时还年轻。我二十多岁。鲍勃——天哪，他肯定四十多岁了。

LB: He was born in '27.

LB：他出生于1927年。

SJ: Yeah, and I was born in '55. So almost thirty years. Yeah, so, he was in his—well, Jesus—in his early fifties. And now that I'm approaching fifty, it's easy to see how people in their fifties know more than people in their twenties.

SJ：是的，我出生于1955年。所以相差将近三十岁。是的，所以，他当时——天哪——五十出头。而我现在快五十岁了，很容易理解为什么五十多岁的人比二十多岁的人懂得更多。

He just kind of tried to give me the lay of the land and tried to give me a perspective that I could only partially understand.

他只是想让我了解一下情况，想给我一个我只能部分理解的视角。

I think he was interested in what someone in their twenties thought too. And he was fascinated by the personal computer. The personal computer and Intel had nothing to do with each other at that time. So he was fascinated by that stuff. That was it.

我认为他也对二十多岁的人的想法感兴趣。而且他着迷于个人电脑。当时个人电脑和英特尔毫无关系。所以他着迷于那些东西。就是这样。

So we just, we just became buddies.

所以我们只是，我们只是成了朋友。

LB: Do you recall any specific conversations or any situations where you were thinking one thing and he was suggesting otherwise, and you did or didn't listen?

LB: 你是否记得任何具体的谈话或任何情况，当时你在想一件事，而他却建议另一件事，你听还是没听？

SJ: The things I remember are not the business things. It's actually more personal stuff. I remember him trying to teach me how to ski better. I remember when I got fired from Apple, he was one of the first people to call me.

SJ: 我记得的事情不是商业上的事情。实际上更多的是个人方面的事情。我记得他试图教我如何更好地滑雪。我记得当我被苹果公司解雇时，他是第一个给我打电话的人之一。

He just had a lot of soul. And I think he was the soul of Intel. Gordon [Moore] and Andy [Grove] are fantastic, but I think Bob, Bob was the soul of that place. ✂

他很有灵魂。我认为他是英特尔的灵魂。戈登[摩尔]和安迪[格鲁夫]都很棒，但我认为鲍勃，鲍勃是那个地方的灵魂。✂

LB: One of my favorite quotes from him is where he says that optimism is the essential ingredient for innovation.

LB: 我最喜欢他的一句话是他说乐观是创新的基本要素。

SJ: Well, it's optimism and passion, because it's really hard. And if you don't really, really care about what you're doing, you're gonna give up if you're a sane person—because it's just super hard. I'm sure it was extremely hard for him at times. ✂

SJ: 嗯，那是乐观和激情，因为这真的很难。如果你真的不关心你在做什么，如果你是一个理智的人，你就会放弃——因为它真的很难。我确信有时对他来说非常困难。✂

SJ: When you get into your fifties—I'm forty-eight, I'm kind of there, pretty much—you're not grabbing the pencil out of the twenty-five-year-old's hand to do it better than they are. If you're smart, you're hiring twenty-five-year-olds who are smarter than you.

You know things that they don't know, and they know things that you don't know, and it all works.

SJ：当你步入五十岁——我四十八岁，我差不多到了那个年纪——你不会从二十五岁的人手中抢过铅笔，做得比他们更好。如果你聪明，你会雇佣比你更聪明的二十五岁的人。

你知道他们不知道的事情，他们知道你不知道的事情，一切都很顺利。

It shouldn't have been Bob that was designing the breakthrough chips, and if it was, then he ain't running the company. His job was to, number one, recruit; number two, set an overall direction; and number three, you know, inspire and cajole and persuade.

And if that's what he's known for, that means he's doing the job. He had his day when he was the young hotshot, and he came through. But that wasn't the job.

鲍勃不应该设计突破性芯片，如果他设计了，那么他就不应该经营公司。他的工作是，第一，招聘；第二，设定总体方向；第三，你知道的，激励、劝说和说服。

如果他因此而闻名，那就意味着他做好了工作。他年轻时曾风光一时，而且他做到了。但这并不是他的工作。

✂

SJ: I called up him and Andy and a few other people, Jerry Sanders [the founder of microchip company AMD]. I just called them up and I said, "Look, I'm young and I'm trying to run with this company. I'm just wondering if I could buy you lunch once a quarter and pick your brain."

SJ：我给他、安迪和其他人打过电话，杰瑞·桑德斯 [微芯片公司 AMD 的创始人]。我只是给他们打电话，我说：“听着，我还年轻，我正在努力经营这家公司。我只是想知道我是否可以每个季度请你们吃一次午饭，向你们请教。”

And everybody I ever asked said yes. It was nice. Bob said yes. Andy Grove said yes; that was how I met Andy. Jerry Sanders said yes. It was pretty wonderful. I was very, very lucky, because I got to meet and get to know a little bit of Hewlett and Packard, too.

我问过的每个人都同意。这很好。鲍勃同意了。安迪·格鲁夫同意了；这就是我如何认识安迪的。杰瑞·桑德斯同意了。这真是太棒了。我非常、非常幸运，因为我也得以结识并稍微了解一下惠普和帕卡德。

I sort of feel like that second era of the Valley, the semiconductor companies kind of leading into the early computer companies—I got to smell that, and I always held that very near and dear. And Bob was

sort of why.

我有点觉得那是硅谷的第二个时代，半导体公司某种程度上引领着早期的计算机公司——我闻到了那个味道，而且我始终对此非常珍视。而鲍勃某种程度上就是原因。

LB: Do you think this sort of generational link you're describing here, in terms of your own relationship with Bob and, to a lesser extent, your relationship with Hewlett and Packard—do you think it's a feature of the valley, or do you think you just got lucky and had the chutzpah to call these guys up?

LB: 您认为您在这里描述的这种代际联系，就您与鲍勃的关系而言，以及在较小程度上，您与惠普和帕卡德的关系而言——您认为这是硅谷的一个特点，还是您认为您只是幸运并有胆量给这些人打电话？

SJ: Well, I think I got lucky and had the chutzpah to call these guys up. However, there are other people who have chutzpah to call people up too. The Google guys called me up, so I had lunch with them. And so I think it still happens a little.

I don't think it ever happened a lot, and I don't think it happens a lot now. But I think it still happens—it happened a little, and it still happens a little. Maybe most people aren't interested. They have their own things to worry about.

SJ: 嗯，我认为我幸运并有胆量给这些人打电话。然而，还有其他人也有胆量给人们打电话。谷歌的家伙们给我打了电话，所以我与他们共进午餐。因此我认为这仍然会发生一点。

我认为这种情况以前并不多见，现在也不多见。但我认为这种情况仍然存在——以前很少见，现在也还是很少见。也许大多数人对此不感兴趣。他们有自己的事情要担心。

∞

SJ: I think there's a tradition here [in Silicon Valley]. And that doesn't mean that it's a well-worn groove that you drop into. It's not that easy. But there's role models, and there's legends, and there's all sort of folklore—the kind of thing that makes a culture.

And many people don't spend the time to learn about it, which is fine. But some people find themselves in it, and slowly start to absorb it and get curious as to what came before them.

SJ：我认为这里（硅谷）有一种传统。但这并不意味着你一落入其中就会驾轻就熟。没那么容易。但这里有榜样、有传奇，还有各种各样的民间传说——这些东西构成了文化。

许多人没有花时间去了解它，这很好。但有些人发现自己身处其中，并慢慢开始吸收它，并对他们之前发生的事情感到好奇。

LB: And when you think of Bob giving you the lay of the land, is it along these sorts of lines, in some sense?

LB：当你想到鲍勃给你介绍这片土地时，在某种意义上，是否也是沿着这些思路进行的？

SJ: Oh yeah, absolutely. I mean, it's sort of like ... you know your olfactory sense is your most poignant sense in terms of its connection to your memory? You can smell something, in your thirties, and it'll take you right back to when you were seven years old.

The gift that Bob gave me was that connection and sense of smell, that strong connection back to some wonderful era of this valley that I lived in but [only] through him got a very strong sense of what it was.

SJ：哦，是的，绝对是。我的意思是，这有点像.....你知道你的嗅觉是你与记忆联系最紧密的感官吗？你可以在三十多岁的时候闻到某种气味，它会让你立刻回到七岁的时候。

鲍勃送给我的礼物是那种联系和嗅觉，那种与我曾经生活过的这个山谷的美好年代的强烈联系，但[只有]通过他，我才强烈地感受到了它是什么。

It's hard to explain. But if you could sort of transmit—when you smell that smell, and it takes you back to when you were seven—if you could give that to somebody else, that was kind of what he was able to give to me. And I don't know how it happens, but you know it.

很难解释。但如果你能传递——当你闻到那种气味时，它会让你回到七岁的时候——如果你能把它传递给别人，那就是他能够给我的东西。我不知道它是如何发生的，但你知道。

And I was curious.

而且我很好奇。

LB: Why does that sense of connection matter? Why is it so important to you?

LB：为什么那种联系感很重要？它对你来说为什么如此重要？

SJ: There's a human drama to most everything. You look at it sometimes, and it seems dry as history. But if you peel the onion, there's humanity underneath.

SJ：大多数事情都有人类戏剧。有时你看着它，它看起来像历史一样枯燥。但如果你剥开洋葱，里面有人性。

Just to understand what's going on now—you can't really do that unless you understand how it got here. There's a great quote by Schopenhauer. It's a great quote. I should pull this up. I'll get it all wrong. I've got to go up and get it.

仅仅为了理解现在发生了什么——除非你理解它是如何发生的，否则你真的无法做到这一点。叔本华有一句名言。那是一句名言。我应该把它找出来。我会搞错的。我得上去拿。

[Goes upstairs, grabs Schopenhauer's On the Suffering of the World, and then reads from it on the stairs.] “He who lives to see two or three generations is like a man who sits some time in the conjurer's booth at a fair and witnesses the performance twice or thrice in succession.

The tricks were meant to be seen only once; and when they are no longer a novelty and cease to deceive, their effect is gone.”

[上楼，拿起叔本华的《作为意志和表象的世界》，然后在楼梯上朗读。]“活到两三代的人就像一个在集市上魔术师摊位前坐了一段时间的人，连续看了两三次表演。

这些戏法只适合看一次；当它们不再新奇，不再具有欺骗性时，它们的效果就消失了。”

✕

SJ: The other thing I admired about Bob was that he gave up the CEO job at Intel. You know, he really did give it up. He wasn't trying to run it from a back room.

SJ：我钦佩鲍勃的另一件事是，他放弃了英特尔的首席执行官职位。你知道，他真的放弃了。他并没有试图从后台管理它。

He understood how important it was to have a succession, to keep the company going, not have it just be a one-man show.

他明白继任的重要性，让公司继续发展，而不仅仅是一个人的表演。

Speech at Stanford's Graduate School of Business

在斯坦福大学商学院的演讲

“You never know what's around the next corner.”

“你永远不知道下一个拐角处会发生什么。”

On May 29, 2003, Steve gave a talk to MBA students about his experience as CEO of Pixar and Apple. Two years later, he would deliver his seminal Stanford commencement address on the same campus.

2003年5月29日，史蒂夫向MBA学生讲述了他作为皮克斯和苹果首席执行官的经历。两年后，他将在同一校园发表具有开创性的斯坦福大学毕业典礼演讲。

Pixar is a very different kind of company than Apple. Apple is a company that has new products every few weeks. It's a company where you make ten important decisions a day, but if some of them are wrong, most of them are not terribly hard to correct a few months down the road.

皮克斯和苹果是两种截然不同的公司。苹果是一家每隔几周就会推出新产品的公司。这是一家你每天都要做出十个重要决策的公司，但即使其中一些决策是错误的，大多数决策在几个月后都不难纠正。

Pixar is a company that has one new product a year, at best. That's the holy grail for us: to have a movie a year, and we are just about there. As CEO, you make a few important decisions a quarter—maybe three—but they are very hard to change if you decide you want to change them.

皮克斯是一家每年最多只有一款新产品的公司。这对我们来说是圣杯：每年推出一部电影，我们几乎做到了。作为首席执行官，你每个季度会做出几个重要的决策——也许是三个——但如果你决定要改变它们，那么它们就很难改变。

So, they are very, very different sides of the spectrum.

However, you can look at Apple and say Apple is the most creative of the technology companies, and you can look at Pixar and say Pixar is by far the most technical of the creative companies, and in that sense, maybe they are striving for some ideal in the middle, coming from different ends of the spectrum.

因此，它们是光谱上截然不同的两端。

然而，你可以看看苹果，说苹果是科技公司中最有创造力的，你也可以看看皮克斯，说皮克斯是创意公司中最具技术性的，从这个意义上说，也许它们正在努力实现中间的某种理想，从光谱的不同两端出发。

✂

If we [Apple] come up with a dozen innovations in a year, we can maybe advertise four or five of them. We can't advertise more than that because, even if we had all the money in the world, the customer would get very confused with all these messages coming at them on TV.

如果我们 [苹果] 在一年内想出十几项创新，我们也许可以宣传其中的四五项。我们不能宣传更多，因为即使我们拥有世界上所有的钱，客户也会对电视上向他们传达的所有这些信息感到非常困惑。

What do you do with the other half-dozen innovations you come up with? You know: six, seven, eight, nine, ten innovations? You have to communicate those with the customer at the point of sale. And it [the existing distribution channel] was not capable of that.

你如何处理你提出的其他六七项创新？你知道：六、七、八、九、十项创新？你必须在销售点与客户沟通这些创新。而它[现有的分销渠道]做不到这一点。

So we decided to start our own. So that's why we got into retail.

所以我们决定自己开店。这就是我们涉足零售业的原因。

We did things a little differently. Our goal in retail was not just to sell to the 5 percent of people who own our products today; it was to go for the other 95. And we decided they would not drive ten miles to look at an Apple Store if they weren't at all interested in buying our products.

我们做了一些与众不同的事情。我们在零售业的目标不仅仅是向今天拥有我们产品的 5% 的人销售；而是针对其他 95% 的人。我们认为，如果他们根本没有兴趣购买我们的产品，他们不会开车十英里去一家 Apple Store 看一看。

We decided we had to ambush them. What that meant was that we had to go to high-traffic locations and put stores there. They [customers] didn't have to take the risk of driving ten miles to find out they weren't interested.

They just had to take the risk of walking ten feet because they were walking by anyway, and they knew they could escape rapidly if it was something they hadn't wanted.

So we paid extra money for great locations and put them on great streets like University Avenue [in Palo Alto] and the A [-grade] malls across the country. And the real estate we've got is just A+.

我们决定必须“伏击”他们。这意味着我们必须去人流量大的地方，在那里开店。他们[顾客]不必冒着开车十英里的风险去发现自己并不感兴趣。

他们只需要冒着走十英尺的风险，因为他们反正要路过，而且他们知道，如果那不是他们想要的东西，他们可以迅速离开。

因此，我们为绝佳的位置支付了额外的费用，并将它们放在大学大道（位于帕洛阿尔托）和全国各地的 A 级购物中心等绝佳街道上。我们拥有的房地产只是 A+ 级。

✕

I learned this at Pixar: technology companies and content companies have absolutely no understanding of each other. None. It's worse than you'd ever imagine.

我在皮克斯学到了这一点：技术公司和内容公司绝对不了解彼此。一点也不。比你想象的还要糟糕。

In Silicon Valley, most people think the creative process is a bunch of guys in their early thirties sitting on a couch, drinking beer, and thinking up jokes. Really. They really do.

在硅谷，大多数人认为创作过程就是一群三十出头的人坐在沙发上，喝着啤酒，想着笑话。真的。他们真的这么认为。

And yet I've watched people at Pixar making these films, and they work as hard as I've seen anybody in a technology company ever work. The creative process is as disciplined as any engineering process I've ever seen in my life.

然而，我看到皮克斯的人制作这些电影，他们工作得像我见过的任何一家技术公司的任何人一样努力。创作过程与我一生中见过的任何工程过程一样有条理。

And they're as passionate about it as any technical person I've ever seen.

而且他们对它的热情就像我见过的任何技术人员一样。

On the other hand, the content companies have no appreciation of the creative process in the technical companies. They think that technology is something that you write a check for and buy. That's it.

And they do not understand that there's a wide, dynamic range of capability and elegance. They don't understand the creativity in the process. So these are like ships passing in the night.

另一方面，内容公司不欣赏技术公司中的创作过程。他们认为技术是你写支票并购买的东西。就是这样。

他们不理解能力和优雅之间存在着广泛而动态的范围。他们不理解过程中的创造力。因此，这些就像夜间经过的船只。

✂

The most important lesson I ever learned was that you have to hire people better than you are. [...] In normal life, the difference in dynamic range from average to best is usually 30, 40, 50 percent. Twice as good: rarely.

我学到的最重要的一课是，你必须雇佣比你更优秀的人。[...] 在正常生活中，从平均水平到最佳水平的动态范围差异通常为 30%、40%、50%。好两倍：很少见。

So the difference between an average meal in downtown Palo Alto tonight and the best one—maybe it's two to one. Flight home, if you're going home for the holidays: 50 percent difference. Rental cars, breakfast cereals. I don't know, pick one.

因此，今晚在帕洛阿尔托市中心吃一顿普通饭菜和吃一顿最好的饭菜之间的差异——也许是两倍。回家航班，如果你在节假日回家：差异为 50%。租赁汽车、早餐麦片。我不知道，随便选一个。

But I saw that Woz [Apple co-founder Steve Wozniak]—one guy—having meetings in his head could run circles around two hundred engineers at Hewlett-Packard. That's what I saw. And I thought, "Wow." And I didn't really understand it at first.

但我看到沃兹 [苹果联合创始人史蒂夫·沃兹尼亚克]——一个人——在他的脑海中开会，可以绕着惠普公司的两百名工程师转圈。这就是我看到的。我想，“哇”。起初我并不真正理解它。

Then I started to understand it. It took me about ten years to actually try to put it into practice. Because you'd try to hire and find those people. And they're really hard to find. And everyone says they are all prima donnas.

But it turns out that when they work with each other, they're not prima donnas. They really like it. The first time I tried to build that organization—that was the Mac team. And it really worked.

I saw a team of fifty people do something that literally hundreds, or thousands, of people at other companies couldn't do. And so I've since then always tried to find really great people who love what they are doing and are extremely good at it.

And sometimes they have experience, and sometimes they're really young. They're diamonds in the rough—and you hire them and take chances on them.

But that's been the most important lesson I've learned in business: that the dynamic range of people dramatically exceeds things you encounter in the rest of our normal lives—and to try to find those really great people who really love what they do.

然后我开始理解它。我花了大约十年的时间才真正尝试将其付诸实践。因为你会尝试雇佣并找到这些人。他们真的很难找。每个人都说他们都是首席女高音。

但事实证明，当他们彼此合作时，他们并不是傲慢自大的人。他们真的很喜欢。我第一次尝试建立那个组织——那是 Mac 团队。它真的奏效了。

我看到一个由五十人组成的团队做了一些事情，而其他公司成百上千的人却做不到。所以从那时起，我一直努力寻找真正热爱他们所做的事情并且非常擅长的人。

有时他们有经验，有时他们真的很年轻。他们是璞玉——你雇用他们并冒险使用他们。

但这是我在商业中学到的最重要的教训：人们的动态范围远远超出了我们在正常生活中遇到的东西——并努力寻找那些真正热爱他们所做事情的伟大的人。

∞

I was basically fired from Apple. And that was really hard. So I'm sure I learned a lot from that. [Audience laughs.] I did. I did learn a lot from that. And as a matter of fact, there would have been no Pixar if that hadn't happened. Life's funny in this way.

我基本上被苹果公司解雇了。那真的很艰难。所以，我肯定从中吸取了很多教训。（观众笑）我确实如此。我确实从中吸取了很多教训。事实上，如果没有发生那件事，就不会有皮克斯。生活就是这样有趣。

Sometimes your greatest strengths are your greatest weaknesses. Sometimes your greatest adversities, you learn the most from. I don't know.

有时你最大的优点也是你最大的缺点。有时你从最大的逆境中学到最多。我不知道。

But there wouldn't be a Pixar if it hadn't been for that. But life is funny, you know? I never would have thought I'd end up back at Apple, but here I am. So it's a circus world, and you never know what's around the next corner.

但如果没有那件事，就不会有皮克斯。但生活很有趣，你知道吗？我从没想过我会回到苹果，但现在我回来了。所以这是一个疯狂的世界，你永远不知道下一个拐角处会发生什么。

People say you learn more from failures than you do from successes, and that's probably true. And I've made more mistakes than most people I know. But getting older does that [helps you grow] too. You get married. You know, you have a family.

人们说你从失败中学到的东西比从成功中学到的多，这可能是真的。我犯的错误比我认识的大多数人都多。但变老也会让你成长。你结婚了。你知道，你有了家庭。

And your perspective starts to change on things.

你对事物的看法开始发生改变。

When I was young, if I had to fire somebody, I didn't think—to be honest, I didn't think twice about it. When you get a little older, and maybe you have kids, you realize that the person you have to fire—even if they totally screwed up, they *should* be fired, you should have fired them months ago, anyone else would have fired them last year—even so, you realize that that person is going to have to go home to their wife and their children and tell them they got fired today and that they don't have a job anymore.

You realize that.

年轻时，如果我不得不解雇某人，我不会想太多——说实话，我根本不会想。当你稍微年长一些，也许你有了孩子，你就会意识到你不得不解雇的人——即使他们完全搞砸了，他们应该被解雇，你应该在几个月前就解雇他们，其他人去年就会解雇他们——即便如此，你也会意识到那个人将不得不回家见他们的妻子和孩子，告诉他们他们今天被解雇了，他们不再有工作了。

你意识到了这一点。

So part of it is nothing that you do yourself, no accomplishments you achieve. It's just the process of getting older and kicked around, and maybe a little wiser in the process. That's, more than anything, probably what it is. ✕

因此，其中一部分不是你亲力亲为，也不是你取得的成就。这只是变老和被踢来踢去，也许在这个过程中变得更聪明一点的过程。这可能就是最重要的。✕

[When I returned to Apple in 1997,] the individual contributors were phenomenal. And I asked a lot of these guys, “Why did you stay?” And they said, “Because we bleed six colors.” I heard that from a lot of people—there were six colors in the old Apple logo.

[1997 年我重返苹果时，] 个人贡献者表现非凡。我问了其中很多人，“你们为什么留下来？”他们说，“因为我们流的是六种颜色的血。”我从很多人那里听到这句话——旧苹果标志有六种颜色。

It was management that was a problem. So we actually got rid of most of the management team and promoted a lot of these young people into management positions.

管理层才是问题所在。因此，我们实际上解雇了大部分管理团队，并将许多年轻人提升到管理职位。

And what I found is that nobody in their right mind wants to be a manager. *[Audience laughs.]* It's true. It's a lot of work, and you don't get to do the fun stuff. But the only good reason to be a manager is so some other bozo doesn't be the manager—and ruin the group you care about.

我发现，没有一个头脑正常的人想当经理。[观众笑] 这是真的。这需要大量工作，而且你不能做有趣的事情。但成为经理的唯一好理由是，这样其他傻瓜就不会成为经理——并毁掉你关心的小组。

Really. And if you've lived through a bad situation where you've had bad management, you'll do anything to not have your group destroyed by that again. And you will even step up and be the manager yourself, even though you don't want to do that.

真的。如果你经历过糟糕的情况，有过糟糕的管理，你就会不惜一切代价不让你的小组再次被毁掉。你甚至会挺身而出，亲自当经理，即使你不想这样做。

And I talked a few hundred people into doing that. And 90, over 90 percent of them have turned into extraordinary managers.

Extraordinary. So that's what saved Apple, those people right there.

And it's been one of the great experiences of my life to have the privilege of working with them.

我让几百人这么做了。其中 90% 以上的人已经成为杰出的管理者。杰出的。所以拯救苹果的就是这些人。

能有幸与他们共事，是我人生中最棒的经历之一。

✕

There's a lot of management techniques. I'm sure you study a lot of management techniques. When I was younger, it was management by objective. It's all a crock.

有很多管理技巧。我确信你学习了很多管理技巧。在我年轻的时候，那是目标管理。那都是胡扯。

They're all after-the-fact management techniques: "You've failed, and I know that because we are going out of business tomorrow." All after the fact. "You've ruined this department; all the good people have left.

它们都是事后管理技巧：“你失败了，我知道，因为我们明天就要关门了。”都是事后诸葛亮。“你毁了这个部门；所有优秀的人员都走了。

So now I'm firing you." "You've accomplished none of your objectives." It doesn't work.

所以现在我解雇你。”“你没有实现任何目标。”这行不通。

And a really smart guy I met a long time ago who used to teach at Disney University—Walt Disney recruited him to run Disney University, actually—he told me about his point of view, which I've remembered to this day. He called it management by values.

很久以前，我遇到一个非常聪明的人，他曾经在迪士尼大学任教——沃尔特·迪士尼招募他来管理迪士尼大学——他告诉我他的观点，我至今仍记得。他称之为价值观管理。

What that means is you find people that want the same things you want, and then just get the hell out of their way.

这意味着你要找到志同道合的人，然后别碍他们的事。

The way I describe it is, let's say we're all going to take a trip

together. The first thing is to figure out where we all want to go. The worst thing is if we all decide we want to go to different places. You can never manage it. *[Pointing]* You want to go to New Orleans. You want to go somewhere else. I want to go to San Francisco. You want to go to San Diego.

我描述的方式是，假设我们都将一起旅行。首先要弄清楚我们想去哪里。最糟糕的情况是，我们都决定要去不同的地方。你永远无法管理它。*[指向]*你想去新奥尔良。你想去别的地方。我想去旧金山。你想去圣地亚哥。

It doesn't work. Right?

这行不通。对吧？

But if we all want to go to San Diego, that's the key. Then we can argue about how to get there. *[Pointing]* You think it's better to walk. You think it's better to take a plane. You think it's better to take a train. We'll figure that *[part]* out. Because if I say, "I want to take a train to San Diego," and somebody goes, "That's really stupid! It will take three days!

We can fly and be there in an hour," I'll go, "Oh. OK." Because, actually,

但如果我们都想圣地亚哥，那就是关键。然后我们可以争论如何到达那里。*[指向]*你认为走路更好。你认为乘飞机更好。你认为乘火车更好。我们会弄清楚*[部分]*。因为如果我说，“我想乘火车去圣地亚哥”，然后有人说，“那真的很愚蠢！要花三天时间！

我们可以飞，一个小时就能到那里，”我会说，“哦。好的。”因为，实际上，

I want to go to San Diego

我想去圣地亚哥

. So if I can get there in an hour *[flying]*, I'll ditch my idea about the train.

。所以如果我能在一个小时内到达那里*[乘飞机]*，我会放弃我关于火车的想法。

That's what management by values is. It's finding people with passion that want to go to San Diego—who want to go to the same place you want to go to! Right? That's the key.

这就是价值观管理。它正在寻找那些想去圣地亚哥的人——那些想去你想去的地方的人！对吧？那是关键。

And so, what happened at Apple was that Apple's goals used to be to make the best personal computers in the world. And then the second goal was to make a profit so we could keep on doing number one. Right?

因此，在 Apple 发生的事情是，Apple 的目标曾经是制造世界上最好的个人电脑。然后第二个目标是盈利，这样我们才能继续做第一件事。对吧？

What happened was that, for a time, those got reversed: "We want to make a bunch of money, and so, OK, to do that, we're going to have to make some good personal computers." But it didn't work. It never works. And so things start to fall apart.

发生的事情是，有一段时间，这些目标颠倒了：“我们想赚很多钱，所以，好吧，为了做到这一点，我们必须制造一些好的个人电脑。”但这行不通。它永远行不通。因此，事情开始崩离析。

Those subtle changes in values can mean everything. The higher up in the organization they are, the more pervasive influence they have.

价值观的这些细微变化可能意味着一切。它们在组织中的位置越高，它们的影响力就越大。

So if you want to preserve something, what you want to do is have a good enough place to go, that's got a long enough focal length that it will survive over time, that everybody agrees on—and not codify how you're going to get there.

因此，如果你想保留一些东西，你想做的是有一个足够好的去处，它有足够长的焦距，可以随着时间的推移而生存，每个人都同意——而不是将你如何到达那里编纂成法典。

So that each generation can argue anew about the best way to get to San Diego, and they're not just taking your footsteps on how you got there. You see what I'm saying? But all the people want to go to the same place.

这样，每一代人就可以重新争论到达圣地亚哥的最佳方式，而他们不仅仅是在追随你到达那里的脚步。你明白我的意思吗？但所有人都想去同一个地方。

And that's one of my mantras around Apple and Pixar: that recruiting is the most important thing that you do. Finding the right people—that's half the battle.

而这正是我在 Apple 和 Pixar 经常说的一句话：招聘是你所做的事情中最重要的事情。找到合适的人——这已经成功了一半。

Well, thank you guys for the chance to be with you. I appreciate it very much.

好吧，感谢你们给我这个机会与你们在一起。我非常感激。



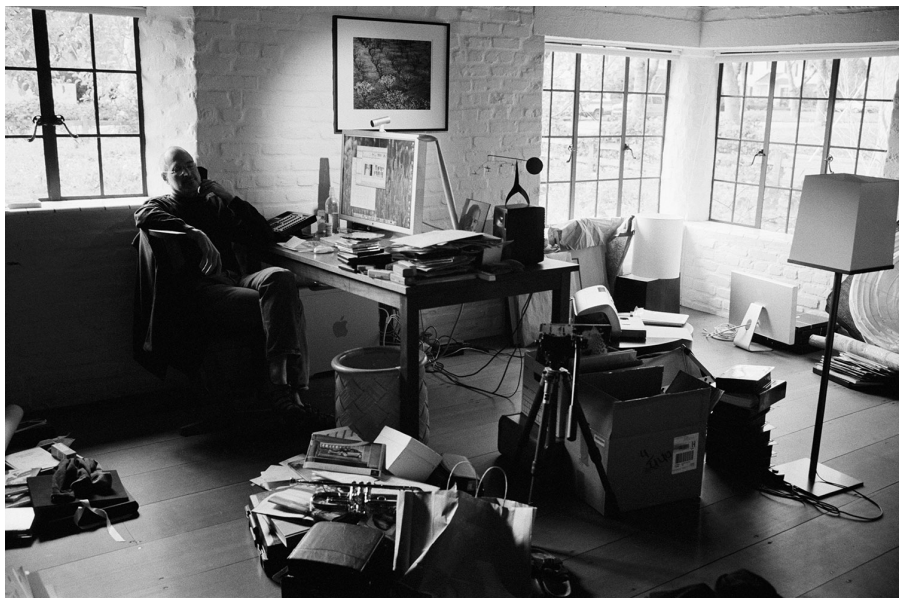
"He's my favorite of all time."

“他是最喜欢的音乐家。”



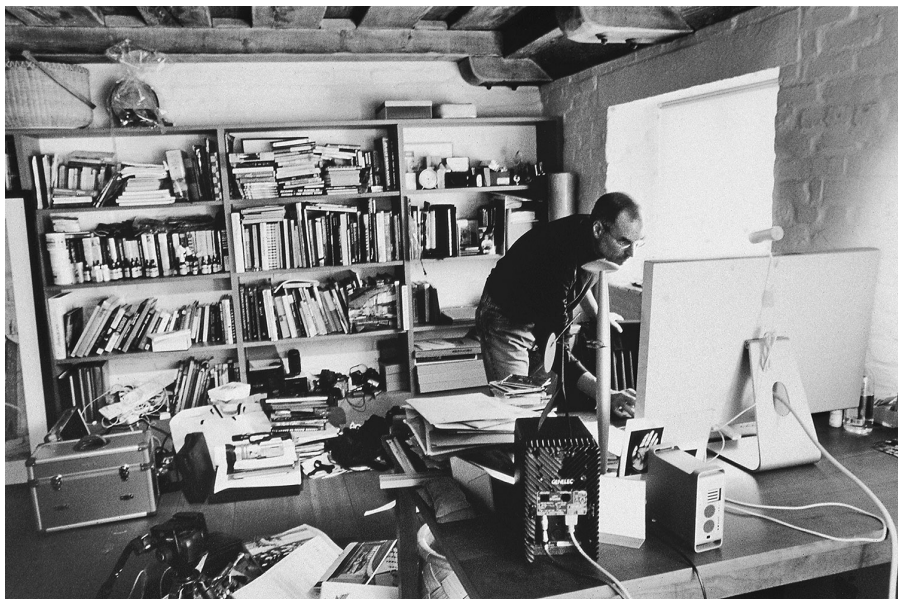
Steve's harmonicas. He learned to play while hitchhiking.

史蒂夫的口琴。他在搭便车时学会了演奏口琴。



In his home office, 2004.

2004年，在他的家庭办公室里。



"Make what you love your work."

“让您热爱的事物成为您的工作。”

Drafting the Stanford Commencement Address

起草斯坦福大学毕业典礼演讲

In January 2005, John Hennessy, the president of Stanford, asked Steve to give the commencement address to that spring's graduating class. Steve agreed.

2005年1月，斯坦福大学校长约翰·亨尼西请史蒂夫在当年的春季毕业典礼上发表演讲。史蒂夫同意了。

On and off for the next six months, Steve took stabs at writing his talk. He emailed stories and memories to himself. He asked friends, Apple colleagues, and the screenwriter Aaron Sorkin for their thoughts. In the end, however, he wrote the speech on his own.

在接下来的六个月里，史蒂夫断断续续地尝试写他的演讲稿。他给自己发送电子邮件，讲述故事和回忆。他向朋友、苹果同事和编剧亚伦·索金征求他们的意见。然而，最终他还是自己写了演讲稿。

Even three days before the event, Steve was unsatisfied with his talk. He sent it to a friend, warning, "I'll send it to you, but please don't puke. I never do stuff like this." He was still refining the speech the morning that he gave it.

即使在活动前三天，史蒂夫对他的演讲稿仍不满意。他把它发给一个朋友，并警告说：“我会把它发给你，但请不要呕吐。我从来不做这样的事情。”在发表演讲的当天早上，他还在修改演讲稿。

Uncharacteristically, Steve read from the lectern, rather than memorizing his text (as he did with Apple keynotes) or speaking extemporaneously from a few scrawled notes (as he did in nearly every other talk).

不同寻常的是，史蒂夫是从讲台上宣读演讲稿的，而不是像在苹果主题演讲中那样背诵他的演讲稿，或者像在几乎所有其他演讲中那样，根据几张潦草的笔记即兴演讲。

Steve was happy with the speech—he emailed himself a copy a few days after giving it—but he generally deflected the praise that he received for it. "I bought it on CommencementSpeeches.com," he joked to one person.

史蒂夫对这次演讲很满意——几天后他给自己发了一份演讲稿副本——但他通常会回避因此而受到的赞扬。“我在CommencementSpeeches.com上买的，”他开玩笑地对一个人说。

The commencement address has been viewed millions of times online and is included in school curricula around the world. The following are ideas Steve emailed to himself as he drafted the talk.

这篇毕业演讲在网上被观看了数百万次，并被纳入世界各地的学校课程。以下是史蒂夫在起草演讲时给自己发送的电子邮件中的想法。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Commencement

主题：毕业典礼

Date: January 15, 2005, 10:35 a.m.

日期：2005 年 1 月 15 日上午 10:35

This is the closest I've ever come to graduating from college

这是我离大学毕业最近的一次

- they've asked me to say a few things today that you can learn from

- 他们让我今天说一些你们可以从中学习的东西

- I should be learning from you

- 我应该向你们学习

1. Habits are very powerful things

1. 习惯是非常强大的东西

- 20 years - now until you're 42

- 20 年 - 从现在到 42 岁

- meditate 20 minutes a day

- 每天冥想 20 分钟

- walk to work ($30 \text{ minutes} \times 2 = 1 \text{ hour/day} \times 5 \text{ days/week} = 250/\text{yr} \times 20 \text{ years} = 5000\text{hrs} / 10 \text{ hours per day} = 500 \text{ days} = >1 \text{ year}$)

- 步行上班 ($30 \text{ 分钟} \times 2 = 1 \text{ 小时/天} \times 5 \text{ 天/周} = 250/\text{年} \times 20 \text{ 年} = 5000 \text{ 小时/每天 } 10 \text{ 小时} = 500 \text{ 天} = >1 \text{ 年}$)

2. You are what you eat

2. 你吃什么，你就是什么

- how many cows, chickens, milk, soda, coffee

- 多少牛肉、鸡肉、牛奶、苏打水、咖啡

- fasting (jesus) 1 day per week

- 每周禁食 (耶稣) 1 天

3. Curiosity

3. 好奇心

- autobiography of a yogi quote “what is miraculous is all around us”

- 《瑜伽士自传》名言“奇迹就在我们周围”

4. When I was 20 years old I took classes here just as Apple was getting started

4. 我 20 岁时，就在这里上课，当时苹果公司刚刚起步

- no money

- 没钱

- my wife and I donating in your name one free scholarship per year for offbeat student

- 我和妻子以你的名义每年捐赠一份奖学金，给那些特立独行的学生

You are going into a crazy world

你们将进入一个疯狂的世界

- nuclear, biological weapons, less than great leadership, etc Gandhi

quote - become the change you want to see in the world

- 核武器、生物武器、糟糕的领导层等等 甘地语录 - 成为你想在世界上看到的改变

So, I'm going to focus on you - your inner world - how you approach your life

所以，我将关注你 - 你的内心世界 - 你如何对待你的生活

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Stanford Speech

主题：斯坦福演讲

Date: May 1, 2005, 11:10 p.m.

日期：2005 年 5 月 1 日，晚上 11:10

I never graduated from college. Matter of fact, this right here is the closest I've ever got to a college graduation. So, if you're foolish enough to listen to me today, I want to give you three pieces of advice as you leave college.

我从未大学毕业。事实上，这正是我最接近大学毕业的一次。所以，如果你今天愚蠢到愿意听我说，我想在你离开大学时给你三条建议。

First, when I was around your age I made the public statement "Don't trust anyone over 30." Of course I meant it at the time. Now I am 50 years old, and it's funny how, when you get to be my age, you begin to see more value in experience.

首先，当我和你差不多大的时候，我公开声明“不要相信 30 岁以上的人”。当然，当时我是认真的。现在我 50 岁了，有趣的是，当你到了我这个年纪，你开始看到经验的价值。

But whether its sheer IQ points or life's experience, the first piece of advice I want to give you is to try to always surround yourself with people smarter than you. This is how you get smarter and deeper. It doesn't matter what their field is.

但无论是智商还是生活经验，我要给你的第一个建议是，尽量让自己始终被比你聪明的人包围。这样你才能变得更聪明、更有深度。他们的领域并不重要。

They can be from a completely different walk of life than you - in fact, that's even better.

他们可以和你完全不同——事实上，那样更好。

Not long after we started Apple I hired a genius engineer who was terribly old at the time - I think he was in his 40s - who was, in addition to being the best analog engineer on the planet, was also a revolutionary socialist.

在创办苹果公司后不久，我聘请了一位天才工程师，他当时已经非常老了——我想他 40 多岁了——除了是地球上最棒的模拟工程师外，还是一名革命社会主义者。

He turned me on to Das Kapital and America's 60 Families and things I had never been exposed to before.

他让我接触到了《资本论》和《美国的 60 个家族》，以及我以前从未接触过的事物。

You have begun your 20s, and during this decade you will meet many amazing people. And some great teachers - mentors - who you will never forget.

你已经 20 出头了，在这十年里，你将遇到许多了不起的人。还有一些伟大的老师——导师——你永远不会忘记他们。

But remember, a teacher is someone who stands with you in the dark and holds their flashlight just long enough for you to find your own flashlight.

但请记住，老师是与你站在黑暗中，并举着他们的手电筒足够长的时间让你找到自己的手电筒的人。

Second,

其次，

Third, we are all going to die. You are going to die

第三，我们都会死。你将会死去

Added May 2, 7:20 p.m.

添加于 5 月 2 日下午 7:20

A wise observer of the economic scene once commented that “what can be left to later, usually is -- and then, alas, it’s too late.” I don’t want to let that stand as the epitaph of what has been an unparalleled period of success for the American economy and of enormous potential for the world at large.

一位经济观察家曾评论说“能留到以后做的，通常都会留到以后做——然后，唉，就太迟了。”我不想让这句话成为美国经济空前成功时期以及对整个世界来说具有巨大潜力的墓志铭。

Added May 5, 6:55 a.m.

添加于 5 月 5 日上午 6:55。

STAY CURIOUS

保持好奇心

Reed - taking calligraphy - no practical value - learned about typography, fonts, etc - 10 years later working on mac - if I had never taken class then no multiple fonts, proportional spaced multiple fonts on Macs or PCs

里德——学习书法——没有实用价值——了解了排版、字体等——10年后在 Mac 上工作——如果我从未上过这门课，那么 Mac 或 PC 上就不会有多种字体、按比例间距的多重字体。

ENDING

结束

When I was your age there was an amazing publication called The Whole Earth Catalog which influenced my generation. It was created not far from where we stand today.

在我和你一样大的时候，有一本名为《全地球目录》的精彩刊物影响了我的那一代人。它诞生于离我们今天站立的地方不远的地方。

They put out several issues, and then when it had run its course put out a final issue which, on the back cover had a photograph of a country road in the morning, the kind you might find yourself hitchhiking on if you were so adventurous, with the saying “Stay hungry.

他们出版了几期，然后在完结时出版了最后一期，封底是一张清晨乡间小路的摄影作品，如果你足够勇敢，你可能会发现自己搭便车走在这样的路上，上面写着“保持饥饿。

Stay foolish.” It was their farewell morsel of wisdom to us all. Stay Hungry. Stay Foolish. And I have always wished that for myself. And I wish that for you.

保持愚蠢。”这是他们留给我们所有人的智慧箴言。保持饥饿。保持愚蠢。我一直希望自己能做到。我也希望你们能做到。

Thank you very much.

非常感谢。

Added May 5, 9:09 a.m.

添加于 5月5日，上午 9:09

When I was your age there was an amazing publication called The Whole Earth Catalog which influenced my generation. It was created in Menlo Park, not far from where we stand today. They put out several issues, and then when it had run its course put out a final issue.

在我和你一样大的时候，有一本叫做《全地球目录》的精彩刊物，它影响了我的那一代人。它诞生于门洛帕克，离我们今天站立的地方不远。他们出版了几期，然后在它完成使命后出版了最后一期。

That was 1974, and I was your age. One the back cover of their final issue was a photograph of an early morning country road, the kind you might find yourself hitchhiking on if you were so adventurous, with the words: “Stay hungry.

那是 1974 年，我与你一样大。在最后一期的封底上有一张清晨乡间小路的摄影作品，如果你足够勇敢，你可能会发现自己搭便车行驶在这条小路上，上面写着：“求知若饥。

Stay foolish.” It was their farewell jewel of wisdom as they signed off. Stay Hungry. Stay Foolish. And I have always wished that for myself. And [now] I wish that for you. Thank you very much.

虚怀若愚。”这是他们在告别时留下的智慧箴言。求知若饥。虚怀若愚。我一直希望自己能做到。而[现在]我希望你们也能做到。非常感谢。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: You can't plan to meet the people who will change your life

主题：你无法计划着去结识那些将改变你生活的人

Date: June 7, 2005, 11:46 p.m.

日期：2005 年 6 月 7 日，晚上 11:46

You can't plan to meet the people who will change your life. I am invited to speak at Stanford's business school once or twice a year, and I always try to do it.

你无法计划着去结识那些将改变你生活的人。我每年都会被邀请一两次在斯坦福大学商学院发表演讲，我总是尽量去。

I had accepted an invitation to speak one Thursday late in the afternoon, and I wasn't feeling very well and I had a dinner later that evening with some important customers up at a winery on Page Mill Road.

星期四下午晚些时候，我接受了一份演讲邀请，当时我感觉不太舒服，而且那天晚上晚些时候还要在佩奇米尔路的一家酒庄与一些重要客户共进晚餐。

The room for my talk wasn't large enough, and all the seats were full so some of the students were sitting in the aisles.

我的演讲厅不够大，所有座位都坐满了，所以有些学生坐在过道上。

One of the professors asked them to clear the aisles in case a fire marshal should appear, and one girl who was being evicted quickly sat down in one of the four seats they had left vacant in the front row for me and whatever entourage I might be bringing.

一位教授要求他们清理过道，以防消防检查员出现，一位被赶出来的女孩迅速坐在了前排他们为我和可能带来的随行人员留下的四个空位之一上。

When I arrived alone and sat down in the front row, it didn't take me long to notice this really cute girl sitting next to me. I think she was stunned when it was me that got up to speak.

当我独自一人到达并坐在前排时，我很快就注意到了坐在我旁边的那位非常可爱的女孩。当她发现站起来演讲的人是我时，我想她惊呆了。

And I knew something was up when I was staring at her, forgetting what I was talking about mid-sentence. After my talk, I stayed around to speak with some students, and she stayed too. But then she left. I didn't know who she was, and thought I might never see her again.

当我盯着她，忘记了我演讲中说到了哪里时，我知道发生了什么事。演讲结束后，我留下来与一些学生交谈，她也留了下来。但随后她离开了。我不知道她是谁，以为可能再也见不到她了。

So I wound things up and left too, and I caught up with her in the parking lot. I asked her if she would have dinner with me on Saturday.

于是我也结束了演讲离开了，并在停车场追上了她。我问她星期六是否

愿意和我共进晚餐。

She said yes and gave me her phone number.

她说“是”，并给了我她的电话号码。

As I was walking to my car, I asked myself: “If this was the last day of my life, would I rather have dinner with the important customers or her?” I raced back to her car, just as she was about to drive off, and asked her “How about dinner tonight?” She said: “Sure,” and we were married 18 months later.

当我走到我的车旁时，我问我自已：“如果这是我生命中的最后一天，我宁愿与重要的客户共进晚餐还是与她共进晚餐？”我冲回她的车旁，就在他准备开车离开时，问她“今晚一起吃晚餐怎么样？”她说：“好啊”，18个月后我们就结婚了。

Yea, it might have worked out if I had waited until Saturday night, and those customers might have given us a few more orders if I had shown up.

是的，如果我等到星期六晚上，事情可能会奏效，如果我出现的话，那些客户可能会给我们更多订单。

But who knows, maybe she had a hot date Friday night and things would have turned out much differently... . You can't plan to meet the people who will change your life. It just happens. Maybe its random, maybe its fate. Either way, you can't plan for it. But you want to recognize it when it happens, and have the courage and clarity of mind to grab onto it.

但谁知道呢，也许她在星期五晚上有一个约会，事情可能会变得大不相同.....你无法计划遇到那些将改变你生活的人。它只是发生了。也许是随机的，也许是命运。无论哪种方式，你都无法计划它。但你希望在她发生时认出它，并有勇气和清晰的头脑抓住它。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Starting Apple

主题：创办苹果

Date: June 7, 2005, 11:55 p.m.

日期：2005 年 6 月 7 日，晚上 11:55

When my partner, Steve Wozniak, and I started Apple, most of our friends and our family told us we were nuts. Woz had a great job designing handheld calculators at Hewlett Packard and I had a fun job designing games at Atari.

当我和我的搭档史蒂夫·沃兹尼亚克创办苹果时，我们的大多数朋友和家人告诉我们我们疯了。沃兹在惠普公司设计手持计算器，有一份很棒的工作，而我在雅达利公司设计游戏，有一份有趣的工作。

And we were giving them up to start this company to make a primitive computer on a PC board that a handful of hobbyists, mostly our friends, might buy for less than it costs us to make.

我们放弃了这些，开始创办这家公司，在 PC 电路板上制造一台原始计算机，少数爱好者（主要是我们的朋友）可能会以低于我们制造成本的价格购买它。

I remember talking to Woz, and saying: "We may fail, but we have no responsibility now, no wives, no kids, no house payments, nothing. If we don't do this now, we never will.

我记得与沃兹交谈时说：“我们可能会失败，但现在我们没有任何责任，没有妻子、没有孩子、没有房贷，什么都没有。如果我们现在不做，就永远不会做了。

We have nothing to lose - the worst we'll get out of this is that we'll have the memories of having gone for it." To give ourselves the experience of participating in what Bill Hewlett and Dave Packard did-- to start a company.

我们没有什么可失去的——我们能从中学到的最糟糕的事情就是我们曾为之奋斗过。”为了让我们自己体验比尔·休利特和戴夫·帕卡德所做的事情——创办一家公司。

So rather than invest in better cars, or better apartments, or our bank accounts, we decided to invest in ourselves.

因此，我们决定投资自己，而不是投资更好的汽车、更好的公寓或我们的银行账户。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Story #3?

主题：故事 #3？

Date: June 9, 2005, 10:15 p.m.

日期：2005 年 6 月 9 日，晚上 10:15

The most important thing I've ever encountered to help me make the big choices is to remember that I'll be dead soon. I know it sounds a bit dramatic, but it's true.

我发现帮助我做出重大选择的最重要的事情是记住我很快就会死去。我知道这听起来有点戏剧化，但这是真的。

And when I remember this, I realize that all of the expectations and standards and restrictions of others and society mean nothing in the end. I realize that I have nothing to lose by following my heart and intuition, even if I embarrass myself or fail in the eyes of others.

当我想到这一点时，我意识到所有人的期望、标准和限制以及社会最终都毫无意义。我意识到，即使我让自己尴尬或在别人眼中失败，我也没有什么可失去的，只要我遵循自己的内心和直觉。

Because I'll be dead soon. And I realize that I don't have forever to decide to find what my intuition tells me is waiting out there for me.

因为我很快就要死了。我意识到，我没有永远的时间来决定去寻找我的直觉告诉我正在那里等着我的东西。

When I was 17, I read a quote that said something like “If you live each day as if it was your last, someday you’ll most certainly be right.” And since I was 17, I have looked in the mirror every morning and asked myself “If today was the last day of my life, would I want to do what I am about to do today?” And when the answer has been “NO” for too many days in a row, I know I need to change something in my life.

17 岁时，我读到过一句名言，大概是这样的：“如果你每一天都像最后一天那样生活，那么总有一天你肯定会对的。”从 17 岁起，我每天早上都会照镜子，问自己：“如果今天是我生命中的最后一天，我是否愿意去做我今天将要做的事情？”当连续很多天答案都是“不”时，我知道我需要改变生活中的某些事情。

Another way to think about this is that your life is a story. It’s hard to see it that way when you’re looking forward at 22. But imagine yourself as an old person looking back on your life. Your life will be a story.

考虑这个问题的另一种方式是，你的生活就是一个故事。当你 22 岁，憧憬未来时，很难这样看待它。但想象一下，当你老了，回顾自己的一生时，你的生活就是一个故事。

It will be your story, with its highs and lows, its heros and villains, its forks in the road that mean everything.

这将是你的故事，有高潮和低谷，有英雄和恶棍，有意义非凡的岔路口。

And if you can remember that your life is a story in the making, it will help you make those important decisions.

如果你能记住你的生活是一个正在创作的故事，它将帮助你做出那些重要的决定。

When you have to decide between taking the prestigious job that pays well, or the offbeat job with no future that makes your heart sing, just imagine yourself looking back on your life in 50 years and you’ll know what path is yours. You will give yourself the right advice.

当你必须在报酬丰厚、声望高的工作和没有前途但让你心潮澎湃的另类工作之间做出选择时，只要想象一下 50 年后回顾你的人生，你就会知道哪条路是你的。你会给自己正确的建议。

You will intuitively know if something is part of your story or not.

你会凭直觉知道某事是否属于你的故事。

I'm 50 years old now, and my story is entering its third act. I can tell you with certainty that those times when I have followed my gut, heart and intuition ...

我现在 50 岁了，我的故事正在进入第三幕。我可以肯定地告诉你，那些我遵循自己的直觉、内心和直觉的时刻.....



At the lectern at Stanford.

在斯坦福大学的讲台上。

Commencement Address at Stanford University

斯坦福大学毕业典礼演讲

“Stay hungry. Stay foolish.”

“求知若饥，虚心若愚。”

On June 12, 2005, Steve delivered the commencement address at Stanford University.

2005年6月12日，史蒂夫在斯坦福大学发表了毕业典礼演讲。

I am honored to be with you today for your commencement from one of the finest universities in the world. Truth be told—I never graduated from college. This is the closest I’ve ever gotten to a college graduation. Today I want to tell you three stories from my life. That’s it.

今天能与你们一起参加世界最优秀大学之一的毕业典礼，我感到非常荣幸。说实话——我从未上过大学。这是我离大学毕业最近的一次。今天我想讲三个关于我生活的故事。就是这样。

No big deal. Just three stories.

没什么大不了的。只有三个故事。

The first story is about connecting the dots. I dropped out of Reed College after the first six months but then stayed around as a drop-in for another eighteen months or so before I really quit. So why did I drop out?

第一个故事是关于连接点滴。我在里德学院读了六个月后就退学了，但之后又以旁听生的身份待了一年半左右，才真正退学。那么，我为什么退学呢？

It started before I was born. My biological mother was a young, unwed graduate student, and she decided to put me up for adoption.

这要从我出生之前说起。我的生母是一位年轻的未婚研究生，她决定把我送人领养。

She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and

his wife. Except that when I popped out they decided at the last minute that they really wanted a girl.

她强烈地认为我应该被大学毕业生收养，所以一切都安排好了，让我一出生就被一对律师夫妇收养。但就在我出生的时候，他们突然决定想要一个女孩。

So my parents, who were on a waiting list, got a call in the middle of the night asking, “We have an unexpected baby boy; do you want him?” They said, “Of course.” My biological mother found out later that my mother had never graduated from college and that my father had never graduated from high school.

所以，我的父母，他们当时正在等候名单上，半夜接到一个电话，问他们：“我们有一个意外出生的男婴，你们想要吗？”他们说：“当然。”我的生母后来发现，我母亲从未上过大学，我父亲也从未上过高中。

She refused to sign the final adoption papers. She only relented a few months later when my parents promised that I would go to college. This was my start in life.

她拒绝签署最终的收养文件。几个月后，当我的父母承诺我会上大学时，她才勉强同意。这就是我生命之初的故事。

And seventeen years later I did go to college. But I naïvely chose a college that was almost as expensive as Stanford, and all of my working-class parents’ savings were being spent on my college tuition. After six months, I couldn’t see the value in it.

十七年后，我确实上了大学。但我天真地选择了一所几乎和斯坦福大学一样昂贵的大学，我父母的全部积蓄都花在了我的大学学费上。六个月后，我发现这毫无价值。

I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out. And here I was spending all of the money my parents had saved their entire life. So I decided to drop out and trust that it would all work out OK.

我不知道自己想做什么，也不知道大学会如何帮助我弄清楚。而我却花光了父母毕生积蓄的钱。所以我决定退学，相信一切都会好起来的。

It was pretty scary at the time, but looking back, it was one of the best decisions I ever made. The minute I dropped out, I could stop taking the required classes that didn’t interest me and begin dropping in on

the ones that looked far more interesting.

当时这相当可怕，但回过头来看，这是我做过的最好的决定之一。退学后，我可以不再上那些我毫无兴趣的必修课，开始旁听那些看起来更有趣的课程。

It wasn't all romantic. I didn't have a dorm room, so I slept on the floor in friends' rooms. I returned Coke bottles for the five-cent deposits to buy food with, and I would walk the seven miles across town every Sunday night to get one good meal a week at the Hare Krishna temple. I loved it.

这并不完全浪漫。我没有宿舍，所以我睡在地板上朋友的房间里。我把可口可乐瓶退掉，用五美分的押金买吃的，每个星期天晚上我都会走七英里穿过城镇，在奎师那神庙吃一顿像样的饭。我喜欢那样。

And much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on. Let me give you one example.

后来，我凭着好奇心和直觉所做的大部分事情都变得无价。让我举个例子。

Reed College at that time offered perhaps the best calligraphy instruction in the country. Throughout the campus, every poster, every label on every drawer, was beautifully hand calligraphed.

当时的里德学院也许提供了全美最好的书法指导。在整个校园里，每一张海报、每一个抽屉上的标签，都经过精美的书法手写。

Because I had dropped out and didn't have to take the normal classes, I decided to take a calligraphy class to learn how to do this.

因为我退学了，不必参加常规课程，所以我决定选修一门书法课，学习如何写书法。

I learned about serif and sans-serif typefaces, about varying the amount of space between different letter combinations, about what makes great typography great. It was beautiful, historical, artistically subtle in a way that science can't capture, and I found it fascinating.

我了解了衬线和无衬线字体，了解了不同字母组合之间不同间距的变化，了解了出色的排版艺术的精髓。它很美，具有历史意义，在科学无法捕捉到的方面具有艺术上的微妙之处，我发现它很迷人。

None of this had even a hope of any practical application in my life.

But ten years later, when we were designing the first Macintosh computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography.

所有这些在我的生活中甚至没有一丝一毫的实用价值。但十年后，当我们设计第一台 Macintosh 电脑时，这一切又回到了我的脑海中。我们把它全部设计到了 Mac 中。这是第一台具有漂亮字体的电脑。

If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally spaced fonts. And since Windows just copied the Mac, it's likely that no personal computer would have them.

如果我从未选修过大学的这门课程，Mac 就永远不会有多种字体或按比例间隔的字体。而且由于 Windows 只是复制了 Mac，因此很可能没有个人电脑会拥有这些字体。

If I had never dropped out, I would have never dropped in on that calligraphy class, and personal computers might not have the wonderful typography that they do. Of course, it was impossible to connect the dots looking forward when I was in college.

如果我从未辍学，我永远不会去旁听那门书法课，个人电脑可能就不会有现在这么棒的字体。当然，当我还在大学的时候，根本不可能预料到这些。

But it was very, very clear looking backwards ten years later.

但十年后回头看，一切都非常非常清晰。

Again, you can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something—your gut, destiny, life, karma, whatever.

同样，你无法预料到未来的发展；你只能在回头看的时候才能把这些点连接起来。所以你必须相信，这些点在你的未来会以某种方式连接起来。你必须相信某些东西——你的直觉、命运、生活、业力，无论是什么。

Because believing that the dots will connect down the road will give you the confidence to follow your heart, even when it leads you off the well-worn path. And that will make all the difference.

因为相信这些点会在未来的道路上连接起来，你就会有信心追随你的

内心，即使它把你引向了人迹罕至的小路。而这将带来天壤之别。

My second story is about love and loss. I was lucky—I found what I loved to do early in life. Woz and I started Apple in my parents' garage when I was twenty.

我的第二个故事是关于爱与失去。我很幸运——我早早找到了自己热爱的事情。在我二十岁的时候，我和沃兹在父母的車库里创办了苹果公司。

We worked hard, and in ten years Apple had grown from just the two of us in a garage into a \$2 billion company with over four thousand employees. We had just released our finest creation—the Macintosh—a year earlier, and I had just turned thirty. And then I got fired.

我们努力工作，十年后，苹果公司从只有我们两个人的車库小公司发展成为拥有四千多名员工、价值 20 亿美元的公司。我们刚刚发布了我们最棒的作品——麦金塔电脑——一年前，我刚满三十岁。然后我被解雇了。

How can you get fired from a company you started? Well, as Apple grew, we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well.

你如何能被你创办的公司解雇？好吧，随着苹果的发展，我们聘请了一位我认为非常有才华的人与我共同经营公司，第一年左右一切都很顺利。

But then our visions of the future began to diverge, and eventually we had a falling-out. When we did, our board of directors sided with him. So, at thirty, I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating.

但随后我们对未来的愿景开始分歧，最终我们闹翻了。当我们闹翻时，我们的董事会站在了他那边。所以，三十岁时，我出局了。而且非常公开地出局了。我整个成年生活的重心都没了，这真是毁灭性的打击。

I really didn't know what to do for a few months. I felt that I had let the previous generation of entrepreneurs down—that I had dropped the baton as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up so badly.

几个月里我真不知道该做什么。我觉得我让前一代企业家失望了——在我接过接力棒时，我把它掉在了地上。我与戴维·帕卡德和鲍勃·诺伊

斯会面，并试图为搞砸了一切而道歉。

I was a very public failure, and I even thought about running away from the Valley. But something slowly began to dawn on me—I still loved what I did. The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love.

我是一个非常公开的失败者，我甚至想过逃离硅谷。但慢慢地，我开始意识到一些事情——我仍然热爱我所做的事情。苹果公司发生的事情丝毫没有改变这一点。我被拒绝了，但我仍然深爱着它。

And so I decided to start over.

于是我决定重新开始。

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything.

当时我并未意识到，但事实证明，被苹果公司解雇是我一生中发生过的最好的事情。成功的重负被重新成为一名初学者时的轻松所取代，对一切都不那么确定了。

It freed me to enter one of the most creative periods of my life.

这让我得以进入人生中最具创造力的时期之一。

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the world's first computer animated feature film, *Toy Story*, and is now the most successful animation studio in the world. In a remarkable turn of events, Apple bought NeXT, and I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current renaissance. And Laurene and I have a wonderful family together.

在接下来的五年里，我创办了一家名为 NeXT 的公司，另一家名为皮克斯的公司，并爱上了一位了不起的女性，她后来成为了我的妻子。皮克斯继续制作了世界上第一部计算机动画长片《玩具总动员》，现在已成为世界上最成功的动画工作室。在戏剧性的事件转变中，苹果公司收购了 NeXT，我回到了苹果公司，我们在 NeXT 开发的技术成为了苹果公司当前复兴的核心。劳伦和我组成了一个美满的家庭。

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful-tasting medicine, but I guess the

patient needed it. Sometime life's gonna hit you in the head with a brick. Don't lose faith.

我非常肯定，如果我没有被苹果公司解雇，这一切都不会发生。那是一剂难以下咽的良药，但我猜病人需要它。有时生活会像一块砖头一样击中你的头部。不要失去信心。

I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for your work as it is for your lovers.

我确信，唯一让我坚持下去的就是我对所做事情的热爱。你必须找到你所热爱的东西。这对你工作和爱人来说都是如此。

Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle.

你的工作将占据你生命的大部分时间，而获得真正满足感的唯一方法就是做你认为伟大的工作。而做伟大工作的唯一方法就是热爱你所做的事情。如果你还没有找到它，那就继续寻找。不要安于现状。

As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking. Don't settle.

就像所有与心有关的事情一样，当你找到它时，你就会知道。而且，就像任何伟大的关系一样，随着岁月的流逝，它只会变得越来越好。所以，继续寻找。不要安于现状。

My third story is about death.

我的第三个故事是关于死亡。

When I was seventeen, I read a quote that went something like, "If you live each day as if it was your last, someday you'll most certainly be right." It made an impression on me, and since then, for the past thirty-three years, I have looked in the mirror every morning and asked myself, "If today were the last day of my life, would I want to do what I am about to do today?" And whenever the answer has been "No" for too many days in a row, I know I need to change something.

当我十七岁时，我读到过一句名言，大概是这样的，“如果你过好每一天，就像它是你的最后一天一样，那么总有一天你肯定会对的。”这句

话给我留下了深刻的印象，从那以后，在过去的三十三年里，我每天早上都会照镜子，问自己，“如果今天是我生命中的最后一天，我想做我现在要做的事情吗？”每当答案连续好几天都是“不”时，我知道我需要改变一些事情。

Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life.

记住我很快就要死了，这是我遇到过的帮助我做出人生重大选择的最重要的工具。

Because almost everything—all external expectations, all pride, all fear of embarrassment or failure—these things just fall away in the face of death, leaving only what is truly important.

因为几乎所有东西——所有的外在期望、所有的自尊、所有的害怕尴尬或失败——这些东西在死亡面前都会消失，只剩下真正重要的东西。

Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.

记住你将要死去，这是我知道的避免陷入认为自己会失去什么的陷阱的最好方法。你已经赤裸裸了。没有理由不追随你的内心。

About a year ago, I was diagnosed with cancer. I had a scan at 7:30 in the morning, and it clearly showed a tumor on my pancreas. I didn't even know what a pancreas was.

大约一年前，我被诊断出患有癌症。我在早上 7:30 做了扫描，结果清楚地显示我的胰腺上长了一个肿瘤。我甚至不知道胰腺是什么。

The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months.

医生告诉我，这几乎可以肯定是一种无法治愈的癌症，我应该预期活不过三到六个月。

My doctor advised me to go home and get my affairs in order, which is doctor's code for "prepare to die." It means to try to tell your kids everything you thought you'd have the next ten years to tell them in just a few months.

我的医生建议我回家处理好自己的事务，这是医生说的“准备死亡”的

暗语。这意味着试着在几个月内告诉你的孩子你认为未来十年要告诉他们的一切。

It means to make sure everything is buttoned up so that it will be as easy as possible for your family. It means to say your goodbyes.

这意味着确保一切都已妥善安排，以便你的家人尽可能轻松。这意味着说再见。

I lived with that diagnosis all day. Later that evening I had a biopsy, where they stuck an endoscope down my throat, through my stomach, and into my intestines, put a needle into my pancreas, and got a few cells from the tumor.

我整天都带着这个诊断生活。那天晚上晚些时候，我做了活检，他们把一个内窥镜从我的喉咙伸进我的胃，再到我的肠子里，然后把一根针刺进我的胰腺，从肿瘤中取了一些细胞。

I was sedated, but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery, and thankfully, I'm fine now.

我被麻醉了，但当时在场我的妻子告诉我，当他们用显微镜观察这些细胞时，医生们开始哭泣，因为事实证明这是一种非常罕见的胰腺癌，可以通过手术治愈。我接受了手术，谢天谢地，我现在很好。

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept.

这是我离死亡最近的一次，我希望在未来几十年里，这都是我离死亡最近的一次。经历过这一切之后，我现在可以比死亡还是一个有用但纯粹是智力概念的时候，更确定地告诉你这一点。

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because death is very likely the single best invention of life.

没有人想死。即使是那些想去天堂的人，也不想死后才去。然而，死亡是我们所有人共同的归宿。没有人能逃脱它。而这正是应该的，因为死亡很可能是生命中最好的发明。

It is life's change agent. It clears out the old to make way for the new. Right now the new is you, but someday, not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it is quite true.

它是生命的变革者。它清除旧事物，为新事物让路。现在，新事物就是你，但总有一天，不久的将来，你将逐渐变老，然后被清除掉。抱歉说得这么戏剧化，但这确实是真的。

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma—which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice.

你的时间有限，所以不要浪费它去过别人的生活。不要被教条所束缚——那是用别人的思想成果生活。不要让别人的意见淹没你自己的内心声音。

And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

最重要的是，要有勇气追随你的内心和直觉。它们在某种程度上已经知道你真正想成为什么样的人。其他一切都是次要的。

When I was young, there was an amazing publication called *The Whole Earth Catalog*, which was one of the bibles of my generation. It was created by a fellow named Stewart Brand, not far from here in Menlo Park, and he brought it to life with his poetic touch.

This was in the late 1960s, before personal computers and desktop publishing, so it was all made with typewriters, scissors, and Polaroid cameras. It was sort of like Google in paperback form, thirty-five years before Google came along.

It was idealistic, overflowing with neat tools and great notions.

在我年轻的时候，有一本叫做《全地球目录》的惊人出版物，它是我们那一代人的圣经之一。它是由一位名叫斯图尔特·布兰德的人创作的，就在离这里不远的门洛帕克，他用他的诗意风格赋予了它生命。

那是 20 世纪 60 年代末，在个人电脑和桌面出版出现之前，所以它都是用打字机、剪刀和宝丽来相机制作的。它有点像平装本形式的谷歌，比谷歌出现早了 35 年。

它充满理想主义，充斥着精巧的工具和伟大的概念。

Stewart and his team put out several issues of *The Whole Earth Catalog*, and then, when it had run its course, they put out a final issue. It was the mid-1970s, and I was your age. On the back cover of their final issue was a photograph of an early-morning country road, the kind you might find yourself hitchhiking on if you were so adventurous.

Beneath it were the words, “Stay hungry. Stay foolish.” It was their farewell message as they signed off. Stay hungry. Stay foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you.

斯图尔特和他的团队出版了几期《全地球目录》，然后，当它完成使命后，他们出版了最后一期。那是 20 世纪 70 年代中期，我与你们一般大。在最后一期的封底上有一张清晨乡间小路的摄影作品，如果你喜欢冒险，你可能会发现自己搭便车走在这样的路上。

下面写着“求知若饥，虚心若愚”。这是他们在告别时留下的寄语。求知若饥，虚心若愚。我一直希望自己能做到这一点。现在，当你们毕业，开始新的生活时，我也希望你们能做到。

Stay hungry. Stay foolish.

求知若饥，虚心若愚。

Thank you all very much.

非常感谢大家。

Whole Earth Epilog

access to tools

U.S.A. \$4
Canada \$5
United Kingdom £1.75
Australia \$4 (recommended)
New Zealand \$4

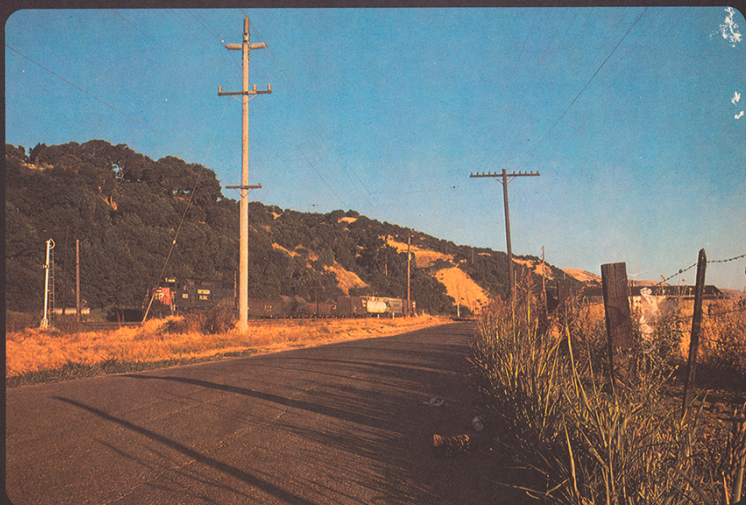
First Edition
September 1974



After the address, Stewart Brand gave Steve a signed catalog.

在演讲结束后，斯图尔特·布兰德给史蒂夫赠送了一本签名目录。

Stay hungry. Stay foolish.



ISBN 0-14-003950-3

For Steve

- Stewart Brand

The back cover featured the mantra "Stay hungry. Stay foolish."

封底印有“求知若饥，虚心若愚”的箴言。

Email Exchange Between Steve and an Apple Customer

史蒂夫与一位苹果客户之间的电子邮件交流

“Please ‘reset’ the iPod.”

“请‘重置’iPod。”

From: [____]

发件人：[____]

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: ipod malfunctioning

主题：ipod 故障

Date: July 27, 2005, 11:16 p.m.

日期：2005 年 7 月 27 日，晚上 11:16

Hi, my name is [____], and my father has an ipod. recently (1-2 days ago), he was charging his ipod and then, the next morning, when he checked it, it wouldn't turn on, he checked the hold button but it wasn't it, so, he realized that the ipod had just “died”.

您好，我叫 [____]，我父亲有一个 ipod。最近（1-2 天前），他在给他的 ipod 充电，然后，第二天早上，他检查时，它无法打开，他检查了锁定按钮，但不是它，所以，他意识到 ipod 刚刚“坏了”。

We live in venezuela and want to know where can we fix the ipod.

我们住在委内瑞拉，想知道哪里可以修理 ipod。

I think its still on warranty, because, we bought it around 11 months ago, so we would like to know what to do, if theres any store autorized by apple here in Caracas-Venezuela, so we can take the ipod and check it to see whats wrong and if you guys can fix it.

我认为它仍在保修期内，因为我们在 11 个月前购买了它，所以我们想知道该怎么做，如果加拉加斯-委内瑞拉这里有苹果授权的商店，我们可以把 ipod 拿去检查一下哪里出了问题，看看你们是否可以修理它。

well thanks for the help.

非常感谢您的帮助。

[_____]

[_____]

Stay Hungry. Stay Foolish.

求知若饥，虚心若愚。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: [_____]

收件人：[_____]

Subject: Re: ipod malfunctioning

主题：回复：ipod 故障

Date: July 28, 2005, 7:19 a.m.

日期：2005 年 7 月 28 日，上午 7:19

Please “reset” the ipod by holding down the center button and the Menu button at the same time for at least 5 seconds. This should work.

请同时按住中央按钮和菜单按钮至少 5 秒，以“重置”iPod。这应该有效。

Steve

史蒂夫

Speech to Apple Employees

致苹果员工的演讲

“We thought we could make a contribution by making something truly great that we loved.”

“我们认为，我们可以通过制造我们真正喜爱的东西来做出贡献。”

The day before the release of the iPhone in 2007, Steve held a meeting with Apple employees. In his invitation, he wrote, “We’re launching the most revolutionary and exciting product in Apple’s history this Friday.

2007年 iPhone 发布前一天，史蒂夫与 Apple 员工举行了一次会议。他在邀请函中写道，“我们将在本周五发布 Apple 历史上最具革命性和最令人兴奋的产品。

And given Apple’s legacy of breakthrough products, that’s saying a lot.”

鉴于 Apple 突破性产品的传统，这意义重大。”

You know, one of the reasons we started doing this [was] we could see that we were getting better and better at iPods, and we could see that there was an opportunity to maybe do the next thing—and what should it be?

你知道，我们开始做这件事的原因之一[是]我们看到我们在 iPod 上做得越来越好，我们看到有机会去做下一件事——它应该是什么？

And it wasn’t driven by a bunch of market research or financial spreadsheets about how big certain markets were. It wasn’t driven by that at all. It was driven by the fact that we all hated our phones.

它并不是由一堆市场调查或财务报表推动的，这些报表说明了某些市场的规模有多大。它根本不是由这些推动的。它是由我们都讨厌我们的手机这一事实推动的。

We talked to all of our friends and all the people we knew, and they all hated their phones.

我们与所有朋友和认识的人交谈，他们都讨厌自己的手机。

And we thought, “This is a really important device, and everybody hates it. They don’t know how to use even 10 percent of the features

that are on these phones!”

我们想，“这是一款非常重要的设备，但每个人都讨厌它。他们甚至不知道如何使用手机上 10% 的功能！”

I mean, I'll use this as an example: you've seen how slick it is to set up a conference call on an iPhone, right? You know, almost every phone lets you set up a conference call. Nobody knows it! They'll never figure it out!

我的意思是，我将此作为示例：您已经看到在 iPhone 上设置电话会议是多么轻松，对吧？您知道，几乎每部手机都可以让您设置电话会议。但没人知道！他们永远也弄不明白！

It's on page 93 of the manual they didn't read, and it's seven, eight cryptic keys! And you can do it, and nobody ever does it—because they don't know it's there. And that's true of feature after feature after feature.

他们在没有阅读的手册的第 93 页，并且有七、八个神秘的按键！您可以做到，但没人会这么做——因为他们不知道它在那里。对于一项又一项功能来说都是如此。

And what our competence is, is making complex technology easy to use and self-discoverable. And we've done it in spades on the iPhone. So that's how we got here. We thought we could make a contribution by making something truly great that we loved.

我们的能力是让复杂的技术变得易于使用和自我发现。我们在 iPhone 上做到了这一点。所以我们就是这样走到今天的。我们认为，我们可以通过制造我们真正喜爱的东西来做出贡献。

And we've done it. We love this thing. And starting tomorrow at 6 p.m., we're going to find out if other people love it as much as we do.

我们做到了。我们喜欢这个东西。从明天晚上 6 点开始，我们将了解其他人是否像我们一样喜欢它。

Speech at Macworld

Macworld 上的演讲

“Every once in a while, a revolutionary product comes along that changes everything.”

“每隔一段时间，就会出现一款改变一切的革命性产品。”

Steve introduced the iPhone on January 9, 2007.

史蒂夫于 2007 年 1 月 9 日发布了 iPhone。

This is a day I've been looking forward to for two and a half years.

这是我翘首以盼了两年半的日子。

Every once in a while, a revolutionary product comes along that changes everything. And Apple has been—well, first of all, one's very fortunate if you get to work on just one of these in your career. Apple's been very fortunate.

每隔一段时间，就会出现一款改变一切的革命性产品。而苹果一直是——首先，如果你在职业生涯中能参与其中一款产品的研发，你就是非常幸运了。苹果非常幸运。

It's been able to introduce a few of these into the world.

它已经能够向世界推出几款这样的产品。

In 1984, we introduced the Macintosh. It didn't just change Apple, it changed the whole computer industry. In 2001, we introduced the first iPod, and it didn't just change the way we all listen to music, it changed the entire music industry.

1984 年，我们推出了 Macintosh。它不仅改变了苹果，还改变了整个计算机行业。2001 年，我们推出了第一款 iPod，它不仅改变了我们所有人听音乐的方式，还改变了整个音乐行业。

Well, today, we're introducing three revolutionary products of this class.

那么，今天，我们推出了三款此类革命性产品。

The first one is a widescreen iPod with touch controls. The second is a revolutionary mobile phone. And the third is a breakthrough

internet communications device.

第一款是带触控控制功能的宽屏 iPod。第二款是革命性的手机。第三款是突破性的互联网通信设备。

So, three things: a widescreen iPod with touch controls; a revolutionary mobile phone; and a breakthrough internet communications device.

因此，三款产品：带触控控制功能的宽屏 iPod；革命性的手机；突破性的互联网通信设备。

An iPod, a phone, and an Internet communicator. An iPod, a phone ... Are you getting it?

iPod、手机和互联网通讯器。iPod、手机.....你明白了吗？

These are not three separate devices; this is one device. And we are calling it iPhone.

这不是三款独立的设备；这是一款设备。我们称之为 iPhone。

Today ... today Apple is going to reinvent the phone, and here it is. *[The screen displays an iPod with a rotary phone-style dial where the click wheel would be.]*

今天.....今天 Apple 将要重新发明手机，它就在这里。[屏幕显示了一款 iPod，在原本滚轮的位置有一个拨号盘。]

No, actually, here it is. *[Slides an iPhone out of his pocket.]*

不，实际上，它在这里。[从口袋里滑出一部 iPhone。]

But we're going to leave it there for now. *[Pockets the iPhone again.]*

但我们现在先把它放在那里。[再次将 iPhone 装进口袋。]

So, before we get into it, let me talk about a category of things. The most advanced phones are called smartphones. So they say. And they typically combine a phone, plus some email capability, plus they say it's the internet—it's sort of the baby internet—into one device.

所以，在我们开始之前，让我谈谈一类东西。最先进的手机被称为智能手机。他们这么说。它们通常将手机、一些电子邮件功能以及他们所说的互联网（某种程度上的婴儿互联网）组合到一个设备中。

And they all have these plastic little keyboards on them.

它们都有这些塑料小键盘。

And the problem is that they're not so smart, and they're not so easy to use. So if you kinda make a Business School 101 graph of the smart axis and the easy-to-use axis—phones, regular cellphones, are kinda right there. *[Points to a spot indicating “not so smart, somewhat easy to use.”]* They're not so smart, and they're not so easy to use. Smartphones are definitely a little smarter, but they actually are harder to use. They're really complicated. Just for the basic stuff, people have a hard time figuring out how to use them.

问题在于它们并不那么智能，也不那么容易使用。因此，如果你制作一个商学院 101 图表，其中包含智能轴和易用性轴，手机、普通手机就在那里。*[指向一个表示“不太智能，比较容易使用”的位置。]*它们不太智能，也不那么容易使用。智能手机肯定更智能一些，但实际上更难使用。它们真的很复杂。仅仅是基本操作，人们就很难弄清楚如何使用它们。

Well, we don't want to do either one of these things. What we want to do is make a leapfrog product that is way smarter than any mobile device has ever been and super easy to use. This is what iPhone is. OK?

嗯，我们不想做这两件事中的任何一件事。我们想做的是制造一款比任何移动设备都更智能、超级易用的飞跃式产品。这就是 iPhone。好的？

So we're going to reinvent the phone. Now, we're going to start ... with a revolutionary user interface ... the result of years of research and development, and, of course, it's an interplay of hardware and software. Now, why do we need a revolutionary user interface?

所以我们要重新发明手机。现在，我们要从一个革命性的用户界面开始.....这是多年研究和开发的结果，当然，它是硬件和软件的相互作用。现在，我们为什么需要一个革命性的用户界面？

I mean, here's four smartphones, right? Motorola Q, the BlackBerry, Palm Treo, Nokia E62—the usual suspects. And what's wrong with their user interfaces? Well, the problem with them is really sort of in the bottom forty [keys] there. It's, it's this stuff right here.

我的意思是，这里有四款智能手机，对吧？摩托罗拉 Q、黑莓、Palm Treo、诺基亚 E62——常见的嫌疑犯。他们的用户界面有什么问题？嗯，它们的问题实际上就在底部的四十个[键]中。就是这里的東西。

They all have these keyboards that are there whether you need them or not to be there. And they all have these control buttons that are

fixed in plastic and are the same for every application.

它们都有这些键盘，无论你是否需要它们都在那里。它们都有这些固定在塑料中的控制按钮，并且对每个应用程序都是相同的。

Well, every application wants a slightly different user interface, a slightly optimized set of buttons, just for it. And what happens if you think of a great idea six months from now? You can't run around and add a button to these things. They're already shipped.

嗯，每个应用程序都需要略有不同的用户界面，略微优化的按钮集，仅适用于它。如果你在六个月后想到一个好主意会怎样？你无法四处奔波，为这些东西添加一个按钮。它们已经发货了。

So what do you do? It doesn't work, because the buttons and the controls can't change. They can't change for each application, and they can't change down the road if you think of another great idea you want to add to this product.

那么你做什么？它不起作用，因为按钮和控件无法更改。它们无法针对每个应用程序进行更改，而且如果您想要添加到此产品中的另一个好主意，它们也无法在以后进行更改。

Well, how do you solve this? Hmm. It turns out, we have solved it! We solved it in computers twenty years ago. We solved it with a bitmapped screen that could display anything we want. Put any user interface up. And a pointing device. We solved it with the mouse. Right?

那么，您如何解决这个问题？嗯。事实证明，我们已经解决了这个问题！我们在二十年前就在计算机上解决了这个问题。我们用一个位图屏幕解决了这个问题，它可以显示我们想要的任何内容。放置任何用户界面。以及一个指向设备。我们用鼠标解决了这个问题。对吧？

We solved this problem.

我们解决了这个问题。

So how are we going to take this to a mobile device? What we're going to do is get rid of all these buttons and just make a giant screen. A giant screen. Now, how are we going to communicate with this? We don't want to carry around a mouse, right? So what are we going to do?

那么，我们如何将此应用到移动设备上？我们要做的是摆脱所有这些按钮，只做一个巨型屏幕。一个巨型屏幕。现在，我们如何与之通信？我们不想随身携带鼠标，对吧？那么我们要做什么？

Oh, a stylus, right? We're going to use a stylus. No. No. Who wants a stylus? You have to get them and put them away, and you lose them. Yuck. Nobody wants a stylus. So, let's not use a stylus.

哦，手写笔，对吧？我们要使用手写笔。不。不。谁想要手写笔？您必须随身携带它们并把它们收起来，而且您会丢失它们。讨厌。没人想要手写笔。因此，我们不使用手写笔。

We're going to use the best pointing device in the world. We're going to use a pointing device that we're all born with—we're born with ten of them. We're going to use our fingers. We're going to touch this with our fingers.

我们将使用世界上最好的指针设备。我们将使用我们与生俱来的指针设备——我们天生就有十个。我们将使用我们的手指。我们将用手指触摸它。

And we have invented a new technology called multitouch, which is phenomenal. It works like magic. You don't need a stylus. It's far more accurate than any touch display that's ever been shipped. It ignores unintended touches, it's super smart.

我们发明了一种名为多点触控的新技术，它非常出色。它像魔术一样起作用。您不需要触控笔。它比任何已发布的触控显示屏都要准确得多。它会忽略意外触控，非常智能。

You can do multi-finger gestures on it. And boy, have we patented it.

您可以在其上进行多指手势操作。伙计，我们已经为其申请了专利。

So, so, we have been very lucky to have brought a few revolutionary user interfaces to the market in our time. First was the mouse. The second was the click wheel. And now we're going to bring multitouch to the market.

因此，我们非常幸运，能够在我们这个时代为市场带来一些革命性的用户界面。第一个是鼠标。第二个是滚轮。现在，我们将把多点触控技术推向市场。

And each of these revolutionary user interfaces has made possible a revolutionary product—the Mac, the iPod, and now the iPhone. So, a revolutionary user interface.

而这些革命性的用户界面中的每一个都让革命性产品成为可能——Mac、iPod，现在是iPhone。因此，这是一个革命性的用户界面。

We're going to build on top of that with software. Now, software on mobile phones is like, is like baby software. It's not so powerful. Today we are going to show you a software breakthrough. Software that's at least five years ahead of what's on any other phone.

我们将在软件的基础上构建它。现在，手机上的软件就像婴儿软件一样。它不是很强大。今天，我们将向您展示一项软件突破。该软件至少领先于任何其他手机上的软件五年。

Now, how do we do this? Well, we start with a strong foundation: iPhone runs OS X.

现在，我们如何做到这一点？嗯，我们从一个坚实的基础开始：iPhone 运行 OS X。

Now, why, why would we want to run such a sophisticated operating system on a mobile device? Well, because it's got everything we need. It's got multitasking. It's got the best networking. It already knows how to power manage. We've been doing this on mobile computers for years.

现在，为什么，为什么我们想要在移动设备上运行如此复杂的操作系统？嗯，因为它拥有我们所需的一切。它具有多任务处理功能。它拥有最好的网络功能。它已经知道如何进行电源管理。我们已经在移动计算机上执行此操作多年了。

It's got awesome security. And the right apps. It's got everything from Cocoa and the graphics, and it's got core animation built in, and it's got the audio and video that OS X is famous for. It's got all the stuff we want. And it's built right into iPhone.

它具有令人敬畏的安全性。还有合适的应用程序。它拥有从 Cocoa 和图形到内置核心动画的一切，还拥有 OS X 以之闻名的音频和视频。它拥有我们想要的一切。并且它已内置到 iPhone 中。

And that has let us create desktop-class applications and networking, right. Not the crippled stuff that you find on most phones. This is real, desktop-class applications.

这让我们能够创建桌面级应用程序和网络，没错。而不是你在大多数手机上发现的那些残缺不全的东西。这是真正的桌面级应用程序。

Now, you know, one of the pioneers of our industry, Alan Kay, has had a lot of great quotes throughout the years. And I ran across one of them recently that explains how we look at this—explains why we

go about doing things the way we do, 'cause we love software.

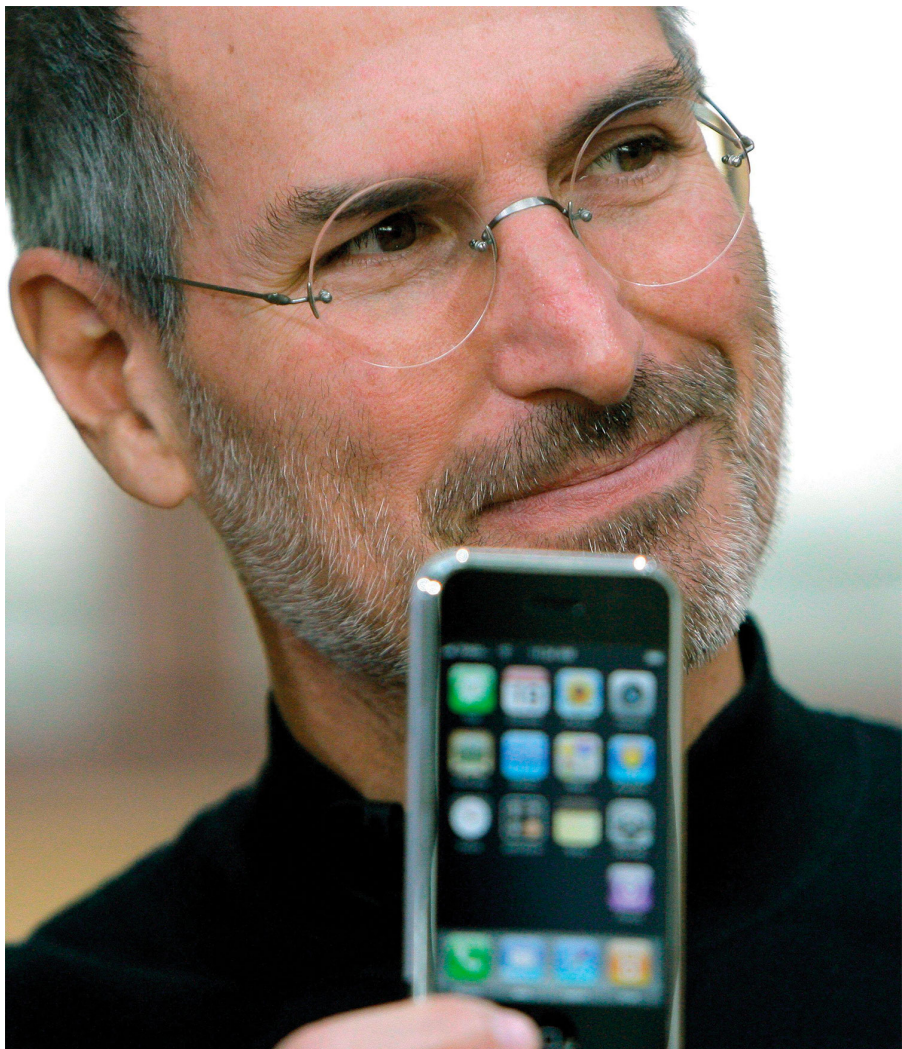
现在，你知道，我们行业的一位先驱艾伦·凯多年来有很多很棒的名言。我最近遇到其中一句，它解释了我们如何看待这一点——解释了为什么我们以我们所做的方式去做事，因为我们热爱软件。

And here's the quote: "People who are really serious about software should make their own hardware." You know, Alan said this thirty years ago, and this is how we feel about it. And so we're bringing breakthrough software to a mobile device for the first time.

下面是这句话：“真正认真对待软件的人应该制造自己的硬件。”你知道，艾伦在三十年前就说过这句话，这就是我们的感受。因此，我们首次将突破性软件引入移动设备。

It's five years ahead of anything on any other phone.

它比任何其他手机领先五年。



"This is going to change everything," 2007.

“这将改变一切”，2007年。



The day Steve introduced the iPhone, 2007.

史蒂夫推出 iPhone 的那一天，2007年。



In 2007, Apple Computer Inc. was renamed “Apple Inc.”

2007年 , Apple Computer Inc. 更名为 “Apple Inc.”

Interview at the All Things Digital D5 Conference

在 *All Things Digital D5* 大会上的采访

“There’s something exciting around the next corner.”

“下一个转角处会有令人兴奋的事情。”

In a rare joint interview, Steve and Microsoft chairman Bill Gates spoke with journalists Kara Swisher and Walt Mossberg onstage in May 2007.

在 2007 年 5 月的一次罕见的联合采访中，史蒂夫和微软董事长比尔·盖茨与记者卡拉·斯威舍和沃尔特·莫斯伯格在台上进行了交谈。

Kara Swisher: The first question I was interested in asking is what you think each has contributed to the computer and technology industry—starting with you, Steve, for Bill, and vice versa.

卡拉·斯威舍：我感兴趣的第一个问题是，你们认为各自为计算机和技术行业做出了哪些贡献——从你开始，史蒂夫，谈谈比尔，反之亦然。

Steve Jobs: Well, Bill built the first software company in the industry. And I think he built the first software company before anybody really in our industry knew what a software company was, except for these guys. And that was huge. That was really huge.

And the business model that they ended up pursuing turned out to be the one that worked really well for the industry. I think the biggest thing was, Bill was really focused on software before almost anybody else had a clue that it was really the software that—

史蒂夫·乔布斯：好吧，比尔建立了业内第一家软件公司。我认为在我们行业中任何人都真正知道软件公司是什么之前就建立了第一家软件公司，除了这些人。那是巨大的。那真是太棒了。

而他们最终追求的商业模式，事实证明非常适合该行业。我认为最重要的一点是，比尔在几乎所有人都还没有意识到软件才是真正重要的东西之前，就已经真正专注于软件了。

KS: Was important?

KS：很重要吗？

SJ: That's what I see. I mean, a lot of other things you could say, but that's the high-order bit.

And I think building a company's really hard, and it requires your greatest persuasive abilities to hire the best people you can and keep them at your company and keep them working, doing the best work of their lives, hopefully.

And Bill's been able to stay with it for all these years.

SJ: 我这么认为。我的意思是，你可以说很多其他的事情，但这是最重要的。

我认为建立一家公司真的很难，它需要你最强的说服能力，才能雇佣到最优秀的人才，并让他们留在你的公司，让他们继续工作，尽其所能地做出最好的工作。

比尔这些年来一直能够坚持不懈。

Walt Mossberg: Bill, how about the contribution of Steve and Apple?

沃尔特·莫斯伯格：比尔，谈谈史蒂夫和苹果的贡献吧？

Bill Gates: Well, first, I want to clarify: I'm not Fake Steve Jobs. What Steve's done is quite phenomenal, and if you look back to 1977, that Apple II computer, the idea that it would be a mass-market machine, you know, the bet that was made there by Apple uniquely.

There were other people with products, but the idea that this could be an incredible, empowering phenomenon—Apple pursued that dream. Then one of the most fun things we did was [developing software for] the Macintosh, and that was so risky.

People may not remember that Apple really bet the company.

Lisa hadn't done that well, and some people were saying that general approach wasn't good, but the team that Steve built even within the company to pursue that, even some days it felt a little ahead of its time; I don't know if you remember that Twiggy disk drive and ...

比尔·盖茨：首先，我想澄清一下：我不是假冒的史蒂夫·乔布斯。史蒂夫所做的事情非常惊人，如果你回顾 1977 年，那台 Apple II 电脑，它将成为一台大众市场机器的想法，你知道，苹果公司在那里做出的赌注是独一无二的。

其他人也有产品，但苹果追求的是这个可以成为一种令人难以置信的、

赋能的现象的理念。然后我们所做的一件最有趣的事情是
[为]Macintosh[开发软件]，那非常冒险。

人们可能不记得苹果真的拿公司做了赌注。

Lisa没有做得很好，有些人说这种总体方法不好，但史蒂夫在公司内部组建的团队甚至为了追求这个目标，即使在某些日子里感觉有点超前；我不知道你是否还记得Twiggy磁盘驱动器和.....

SJ: 128K.

SJ : 128K。

KS: Oh, the Twiggy disk drive, yes.

KS：哦，Twiggy磁盘驱动器，是的。

BG: Steve gave a speech once, which is one of my favorites, where he talked about, in a certain sense, “We build the products that we want to use ourselves.” And so he’s really pursued that with incredible taste and elegance that has had a huge impact on the industry.

BG：史蒂夫曾经发表过一次演讲，这是我最喜欢的一次，他在演讲中谈到，从某种意义上说，“我们制造我们自己想用的产品。”因此，他真的以令人难以置信的品味和优雅追求了这一点，这对行业产生了巨大的影响。

And his ability to always come around and figure out where that next bet should be has been phenomenal. Apple literally was failing when Steve went back and reinfused the innovation and risk-taking that have been phenomenal. So the industry’s benefited immensely from his work.

他总是能够想办法弄清楚下一次赌注应该在哪里，这种能力非常惊人。当史蒂夫回去重新注入已经非常惊人的创新和冒险精神时，苹果实际上正在走向失败。因此，这个行业从他的工作中受益匪浅。

We’ve both been lucky to be part of it, but I’d say he’s contributed as much as anyone.

我们都很幸运能够成为其中的一员，但我认为他做出了与其他人一样多的贡献。

SJ: We’ve also both been incredibly lucky to have had great partners that we started the companies with, and we’ve attracted great people.

I mean, so, everything that's been done at Microsoft and at Apple has been done by just remarkable people, none of which are sitting up here today.

SJ: 我们也很幸运能够拥有伟大的合作伙伴，我们与他们一起创办了公司，并且我们吸引了优秀的人才。

我的意思是，在微软和苹果公司所做的一切都是由杰出的人完成的，而今天他们都不在这里。

✕

SJ: [When I returned to Apple,] there were too many people at Apple and in the Apple ecosystem playing the game of, for Apple to win, Microsoft has to lose. And it was clear that you didn't have to play that game because Apple wasn't going to beat Microsoft.

Apple didn't have to beat Microsoft. Apple had to remember who Apple was because they'd forgotten who Apple was. So, to me, it was pretty essential to break that paradigm.

And it was also important that Microsoft was the biggest software developer outside of Apple developing for the Mac. So it was just crazy what was happening at that time. And Apple was very weak, and so I called Bill up and we tried to patch things up.

SJ: [当我回到苹果公司时，]苹果公司和苹果生态系统中有太多人在玩游戏，为了让苹果获胜，微软必须失败。很明显，你没有必要玩这个游戏，因为苹果公司不会击败微软。

苹果公司不必击败微软。苹果公司必须记住苹果公司是谁，因为他们已经忘记了苹果公司是谁。因此，对我来说，打破这种模式非常重要。

同样重要的是，微软是除苹果公司之外为 Mac 开发的最大软件开发商。因此，当时发生的事情简直太疯狂了。苹果公司非常弱小，所以我打电话给比尔，我们试图修补关系。

BG: And since that time, we've had a team that's fairly dedicated to doing the Mac applications, and they've always been treated kind of in a unique way so that they can have a pretty special relationship with Apple. And that's worked out very well.

In fact, every couple years or so, there's been something new that we've been able to do on the Mac, and it's been a great business for us.

BG：从那时起，我们有一个专门致力于开发 Mac 应用程序的团队，他们始终以一种独特的方式受到对待，以便他们能够与 Apple 建立非常特殊的关系。而且效果很好。

事实上，每隔几年左右，我们都会在 Mac 上做一些新的事情，这对我们来说是一笔巨大的财富。

SJ: The relationship between the Mac development team at Microsoft and Apple is a great relationship. It's one of our best developer relationships.

SJ：微软的 Mac 开发团队与 Apple 之间的关系非常融洽。这是我们最好的开发者关系之一。

KS: And do you look at yourselves as rivals now? Today, as the landscape has evolved—and we'll talk about the internet landscape and everything else and other companies that have [gone] forward—but how do you look at yourselves in this landscape today?

KS：现在你们是否将自己视为竞争对手？如今，随着格局的演变——我们将会讨论互联网格局以及其他所有内容以及其他已经[前进]的公司——但你们如何看待自己如今的格局？

WM: Because, I mean, you are competitors in certain ways, which is the American way, right?

WM：因为，我的意思是，你们在某些方面是竞争对手，这就是美国的方式，对吧？

KS: We watch the commercials, right?

KS：我们看广告，对吧？

WM: And you get annoyed at each other from time to time.

WM：你们时不时会互相厌烦。

KS: Although, you know what? I have to confess, I like PC guy.

KS：虽然，你知道吗？我必须承认，我喜欢 PC 男。

WM: Yeah, he's great.

WM：是的，他很棒。

KS: Yeah, I like him. The young guy, I want to pop him.

KS：是的，我喜欢他。那个年轻人，我想打他一顿。

SJ: The art of those commercials is not to be mean, but it's actually for the guys to like each other. Thanks. PC guy is great. Got a big heart.

SJ：那些广告的艺术不是为了刻薄，而是为了让大家互相喜欢。谢谢。PC guy很棒。有一颗伟大的心。

BG: His mother loves him.

BG：他母亲爱他。

SJ: His mother loves him. ✂

SJ：他母亲爱他。✂

SJ: There's a lot of things that happened that I'm sure I could have done better when I was at Apple the first time, and a lot of things that happened after I left that I thought were wrong turns, but it doesn't matter.

It really doesn't matter, and you kind of got to let go of that stuff, and we are where we are. So we tend to look forward.

SJ：在我第一次在苹果公司时，肯定有很多事情是我可以做得更好的，还有很多事情在我离开后发生，我认为是错误的转折，但这并不重要。

这真的不重要，你必须放下这些东西，我们已经到了现在。所以我们倾向于展望未来。

And, you know, one of the things I did when I got back to Apple ten years ago was I gave the museum to Stanford, and all the papers and all the old machines, and kind of cleared out the cobwebs and said, "Let's stop looking backwards here."

而且，你知道，十年前我回到苹果公司时所做的一件事就是，我把博物馆捐给了斯坦福大学，还有所有的文件和所有旧机器，并清理了蜘蛛网，然后说，“让我们停止向后看。”

It's all about what happens tomorrow." Because you can't look back and say, "Well, gosh, you know, I wish I hadn't have gotten fired, I wish I was there, I wish this, I wish that." It doesn't matter.

重要的是明天会发生什么。”因为你不能回头说，“好吧，天哪，你知道，我希望我没有被解雇，我希望我在那里，我希望这个，我希望那个。”这并不重要。

And so let's go invent tomorrow rather than worrying about what happened yesterday.

所以让我们去创造明天，而不是担心昨天发生了什么。

KS: We're going to talk a little bit about tomorrow, but let's talk about today, the landscape of how you see the different players in the market and how you look at what's developing now. [...] There are many, many companies that are becoming quite powerful.

How do you look at the landscape at this moment and what's happening, especially in the internet space?

KS：我们来聊聊明天，但先聊聊今天，你如何看待市场上的不同参与者，以及你如何看待现在正在发展的事物。[...] 有很多公司变得非常强大。

你如何看待目前的格局以及正在发生的事情，尤其是在互联网领域？

SJ: I think it's super healthy right now. I think there's a lot of young people out there building some great companies, who want to build companies, who aren't just interested in starting something and selling it to one of the big guys, but who want to build companies.

And I think there's some real exciting companies getting built out there. Some next-generation stuff that, you know, some of us play catch-up with, and some of us find ways to partner with, and things like that. But there's a lot of activity out there now, wouldn't you say?

SJ：我认为现在非常健康。我认为有很多年轻人正在建立一些伟大的公司，他们想建立公司，他们不仅仅对创办公司然后将其出售给大公司感兴趣，而是想建立公司。

我认为有一些真正令人兴奋的公司正在那里建立。一些下一代的东西，你知道，我们中的一些人正在迎头赶上，我们中的一些人正在寻找合作的方式，诸如此类。但现在有很多活动，不是吗？

BG: Yeah, I'd say it's a healthy period.

The notion of what the new form factors look like, what natural

interface can do, the ability to use the cloud, the Internet, to do part of the task in a complementary way to the local experience, there's a lot of invention that the whole approach of start-ups, the existing companies who do research—we'll look back at this as one of the great periods of invention.

BG：是的，我认为这是一个健康的时期。

新形态是什么样子，自然界面能做什么，利用云、互联网以互补方式完成部分任务的能力，初创公司和从事研究的现有公司的整体方法有很多发明——我们将会回顾这段时间作为伟大的发明时期之一。

SJ: I think so, too. There's a lot of things that are risky right now, which is always a good sign. You can see through them, you can see to the other side and go, "Yes, this could be huge," but there's a period of risk that nobody's ever done it before.

SJ：我也这么认为。现在有很多事情是有风险的，这总是一个好兆头。你可以看透它们，你可以看到另一面，然后说，“是的，这可能会很庞大”，但有一段风险期是以前没人做过的。

KS: Do you have an example?

KS：你有例子吗？

SJ: I do, but I can't say. But I can say: when you feel like that, that's a great thing. That's what keeps you coming to work in the morning, and it tells you there's something exciting around the next corner. ∞

SJ：我有，但我不能说。但我可以说：当你这么觉得的时候，那是一件好事。这就是让你早上继续来上班的原因，它告诉你下一个拐角处会发生一些激动人心的事情。∞

WM: Five years from now, what's going to be on that pocket device?

WM：五年后，口袋设备上会有什么？

SJ: I don't know. And the reason I don't know is because I wouldn't have thought that there would have been maps on it five years ago, but something comes along, gets really popular, people love it, get used to it, and you want it on there.

So people are inventing things constantly, and I think the art of it is balancing what's on there and what's not on there—the editing

function. And clearly, most things you carry with you are communications devices.

You want to do some entertainment with them as well, but they're primarily communications devices, and that's what they're going to be.

SJ: 我不知道。我不知道的原因是因为五年前我不会想到上面会有地图,但有些东西出现了,变得非常流行,人们喜欢它,习惯了它,你希望它在那里。

所以人们不断地发明东西,我认为其中的艺术在于平衡存在和不存在的东西——编辑功能。显然,你随身携带的大多数东西都是通信设备。

你也可以用它们来做一些娱乐活动,但它们主要是通信设备,它们也会一直是通信设备。

✂

KS: Steve? I know you're working on something, it's going to be beautiful; we'll see it soon.

KS: 史蒂夫? 我知道你在做一些事情,那会很美;我们很快就会看到。

WM: And you can't talk about it.

WM: 而且你不能谈论它。

SJ: Yeah.

SJ: 是的。

WM: Bill discusses all his secret plans. You don't discuss any.

WM: 比尔讨论了他所有的秘密计划。你没有讨论任何计划。

SJ: I know, it's not fair. But I think the question is a very simple one, which is how much of the really revolutionary things people are going to do in the next five years are done on the PCs, or how much of it is really focused on the post-PC devices?

And there's a real temptation to focus it on the post-PC devices because it's a clean slate, and because they're more focused devices, and because they don't have the legacy of these zillions of apps that have to run in zillions of markets.

SJ：我知道，这太不公平了。但我认为这个问题非常简单，那就是人们在未来五年内将要做的真正革命性的事情有多少是通过电脑完成的，或者有多少是真正专注于后电脑设备的？

而且，人们确实很倾向于将重点放在后电脑设备上，因为这是一个全新的领域，而且它们是更专注的设备，而且它们没有数以百万计的应用程序的负担，这些应用程序必须在数以百万计的市场中运行。

And so I think there's going to be tremendous revolution, you know, in the experiences of the post-PC devices. Now, the question is how much to do in the PCs.

因此我认为在后 PC 设备的体验中将会发生巨大的变革，你知道的。现在，问题在于在 PC 中能做多少。

And I think—I'm sure Microsoft is—we're working on some really cool stuff, but some of it has to be tempered a little bit because you do have, you know, these tens of millions in our case, or hundreds of millions in Bill's case, users that are familiar with something.

我认为——我确信微软正在——我们正在研究一些非常酷的东西，但其中一些东西必须稍微缓和一下，因为你们知道，就我们而言有数千万，或者就比尔而言有数亿用户熟悉某些东西。

You know, they don't want a car with six wheels. They like the car with four wheels. They don't want to drive with a joystick. They like the steering wheel.

你知道，他们不想要一辆有六个轮子的汽车。他们喜欢有四个轮子的汽车。他们不想用操纵杆开车。他们喜欢方向盘。

And so, as Bill was saying, in some cases you have to augment what exists there, and in some cases you can replace things. But I think the radical rethinking of things is going to happen in a lot of these post-PC devices. ∞

因此，正如比尔所说，在某些情况下你必须增强现有东西，在某些情况下你可以替换东西。但我认为对事物的彻底重新思考将会发生在许多这些后 PC 设备中。∞

KS: What's the greatest misunderstanding in your relationship and about each other? What would you say would be—this idea of catfight? Which one of the many?

KS：你们的关系中以及你们彼此之间最大的误解是什么？你会说是什么——这种猫斗的想法？众多想法中的哪一个？

SJ: We've kept our marriage secret for over a decade now.

SJ：我们已经把我们的婚姻保密十多年了。

KS: Canada. That trip to Canada. *[Audience laughs and applauds.]*

KS：加拿大。那次去加拿大的旅行。（观众大笑并鼓掌。）

BG: I don't think either of us have anything to complain about, in general. And I know that the projects, like the Mac project, was just an incredible thing, a fun thing where we were taking a risk. We did look a lot younger in that video.

BG：总的来说，我认为我们俩都没有什么可抱怨的。我知道像 Mac 项目这样的项目，只是一件不可思议的事情，一件有趣的事情，我们冒了风险。我们在那个视频中看起来年轻多了。

SJ: We did.

SJ：是的。

KS: You looked twelve in the first one.

KS：你在第一个视频中看起来只有十二岁。

BG: That's how I try and look.

BG：我就是努力让自己看起来像这样。

SJ: He was twelve.

SJ：他当时十二岁。

BG: But no, it's been fun to work together. I actually kind of miss some of the people who aren't around anymore. You know, people come and go in this industry. It's nice when somebody sticks around, and they have some context of all the things that have worked and not worked.

The industry gets all crazy about some new thing, you know. There's always this paradigm of "the company that's successful is going to go away" and stuff like that.

It's nice to have people seeing the waves and waves of that and yet, when it counted, to take the risk to bring in something new.

BG：不过，和你们一起工作很有趣。我实际上有点想念一些已经不在的人。你知道，在这个行业里，人来人往。当有人坚持下来，并且对所有成功和失败的事情都有一定的了解时，这是件好事。

这个行业对一些新事物变得疯狂，你知道的。总有这样的范式“成功的公司会消失”，诸如此类的事情。

很高兴有人看到一波又一波的浪潮，然而，当它重要的时候，冒着风险带来一些新的东西。

WM: One last question and then we'll go to the audience.

WM：最后一个问题，然后我们就进入观众提问环节。

KS: Oh, no, he didn't answer us.

KS：哦，不，他还没有回答我们。

WM: Sorry, what?

WM：抱歉，什么？

SJ: I haven't answered.

SJ：我还没回答。

WM: Oh, I'm sorry.

WM：哦，抱歉。

KS: He only talked about his secret gay marriage, so ...

KS：他只谈论了他的秘密同性婚姻，所以.....

WM: Oh, I thought that was your answer.

WM：哦，我以为那是你的答案。

SJ: No, that wasn't my answer. You know, when Bill and I first met each other and worked together in the early days, generally, we were both the youngest guys in the room, right? Individually or together.

I'm about six months older than he is, but roughly the same age.

And now, when we're working at our respective companies, I don't know about you, but I'm the oldest guy in the room most of the time. And that's why I love being here.

SJ: 不，那不是我的答案。你知道，当比尔和我第一次见面并在早期一起工作时，通常情况下，我们都是房间里最年轻的人，对吧？单独或一起。我比他大六个月左右，但年龄大致相同。

现在，当我们在各自的公司工作时，我不知道你，但我大部分时间都是房间里最年长的人。这就是我喜欢在这里的原因。

WM: Happy to oblige. Happy to oblige.

WM：很乐意效劳。很乐意效劳。

SJ: And, you know, I think of most things in life as either a Bob Dylan or a Beatles song, but there's that one line in that one Beatles song, "You and I have memories longer than the road that stretches out ahead." And that's clearly true here.

SJ：而且，你知道，我认为生活中的大多数事情要么是鲍勃·迪伦的歌曲，要么是披头士的歌曲，但在披头士的一首歌中有一句歌词，“你我拥有比前方延伸的道路更长的记忆。”这显然在这里是正确的。

Email Exchange with Art Levinson

与阿特·莱文森的电子邮件交流

“Sic Transit Gloria.”

In November 2007, Fortune named Steve “CEO of the Decade.” Art Levinson, the CEO of Genentech and chair of Apple’s board, sent a congratulatory note.

2007年11月，财富杂志将史蒂夫评为“十年CEO”。基因泰克的首席执行官兼苹果董事会主席阿特·莱文森发来贺信。

From: Art Levinson

发件人：阿特·莱文森

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject: Fortune

主题：财富

Date: November 27, 2007, 11:26 a.m.

日期：2007年11月27日上午11:26

The “Beethoven of business” - not sure it gets any better than that.

“商业界的贝多芬”——不确定还有比这更好的说法了。

Congratulations!

恭喜！

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Art Levinson

收件人：阿特·莱文森

Subject: Re: Fortune

主题：回复：财富

Date: November 27, 2007, 12:43 p.m.

日期：2007 年 11 月 27 日，下午 12:43

Sic Transit Gloria. (All glory is fleeting.)

Sic Transit Gloria。（一切荣耀都转瞬即逝。）

Steve

史蒂夫

Speech to the Press

对媒体的讲话

“Five months ago, I had a liver transplant.”

“五个月前，我接受了肝脏移植手术。”

Steve spoke to the press at a music and media event on September 9, 2009.

史蒂夫于 2009 年 9 月 9 日在音乐和媒体活动中对媒体发表了讲话。

Good morning. Thank you very much. Thank you. Thank you.
[Sustained audience applause.] Thanks. I know. I'm very happy to be here today with you all.

早上好。非常感谢。谢谢。谢谢。[观众持续鼓掌。]谢谢。我知道。今天能和大家在这里相聚，我感到非常高兴。

As some of you may know, about five months ago, I had a liver transplant. So I now have the liver of a mid-twenties person who died in a car crash and was generous enough to donate their organs. And I wouldn't be here without such generosity.

你们中的一些人可能知道，大约五个月前，我接受了肝脏移植手术。因此我现在拥有了一个因车祸去世的二十多岁的人的肝脏，他慷慨地捐献了自己的器官。如果没有这种慷慨，我就不会站在这里。

So I hope all of us can be as generous and elect to become organ donors.

因此我希望我们所有人都能同样慷慨，并选择成为器官捐献者。

I'd like to take a moment and thank everybody in the Apple community for the heartfelt support I got, too. It really meant a lot. And I'd also like to especially thank Tim Cook and the entire executive team of Apple.

我也想借此机会感谢苹果社区的每个人给予我的衷心支持。这对我来说真的意义重大。我还想特别感谢蒂姆·库克和苹果的整个高管团队。

They really rose to the occasion and ran the company very ably in that difficult period. So thank you, guys.

他们真的临危受命，在那段困难时期非常有能力地经营着公司。所

以，谢谢你们，伙计们。

Let's give them a round of applause.

让我们为他们鼓掌。

So I'm vertical. I'm back at Apple, loving every day of it. And I'm getting to work with our incredibly talented teams to come up with some great new products for you all in the future.

所以我现在状态很好。我回到了苹果，每天都过得很开心。我正在与我们才华横溢的团队合作，为你们所有人开发一些很棒的新产品。

So it's, it's wonderful—and thank you. So today, we get to talk about music ...

所以，这真是太棒了——谢谢你们。所以今天，我们来谈谈音乐.....



Thinking through the Apple Park design, 2010.

2010 年构思 Apple Park 的设计。

Steve on the iPad

史蒂夫在 iPad 上

A week after the introduction of the iPad in 2010, Steve held a meeting for employees in Apple's "Town Hall." He reflected on what made the device—and the company—special to him.

2010 年 iPad 发布一周后，史蒂夫在苹果的“市政厅”为员工召开了一次会议。他回顾了这款设备——以及这家公司——对他来说有何特别之处。

The great thing about what we do is we approach it like—like Pixar approaches their movies. I know that sounds funny, but I will explain.

我们所做的事情最棒的一点是，我们像皮克斯制作电影一样来处理它。我知道这听起来很可笑，但我来解释一下。

Pixar doesn't make kids' films. Walt Disney's definition of family entertainment was it's entertaining to every member of the family: kids, the teens, the adults. That's what Pixar's always tried to do.

There's a lot of layers in one of their films if you've seen them, and they're really fun for kids, but they're also incredibly great films for adults, if you've seen

皮克斯不制作儿童电影。沃尔特·迪斯尼对家庭娱乐的定义是，它对家庭的每个成员都具有娱乐性：儿童、青少年、成年人。这就是皮克斯一直努力做到的。

如果你看过他们的电影，就会发现其中有很多层次，它们对孩子们来说真的很有趣，但它们对成年人来说也是非常棒的电影，如果你看过

Ratatouille

《料理鼠王》

or

或

Up

《飞屋环游记》

or

或

Finding Nemo

《海底总动员》

—or any one of their films.

——或他们的任何一部电影。

And when we sit down to design products [at Apple], we don't think, "Oh, well, our target audience is fifteen to twenty-nine, male." We don't think that way. We think about making a great product for just about everybody.

当我们在[苹果]设计产品时，我们不会想，“哦，好吧，我们的目标受众是十五到二十九岁的男性。”我们不会那样想。我们考虑为几乎每个人制造出色的产品。

And the beauty of the products we make is they can be tailored with software to do almost anything.

我们制造的产品的优点是，它们可以通过软件进行定制，以完成几乎任何事情。

So we weren't thinking, in the iPad, of any specific audience, but we're thinking about everybody. ∞

所以，在 iPad 中，我们并没有考虑任何特定受众，但我们考虑的是每个人。∞

We don't have to go home at night and tell our kids when they say, "Well, what do you do? What did you do today?" "Well, I worked on our next-generation server, you know, that'll be powering something or other." We can say, "I worked on our next-generation iPad.

我们不必晚上回家告诉我们的孩子，当他们说：“好吧，你做什么？你今天做了什么？”“好吧，我研究了我们的下一代服务器，你知道，它将为其他东西提供动力。”我们可以说，“我研究了我们的下一代 iPad。

You know, the ones that you use in school.”

你知道，你在学校里用过的那些。”

And that's a really wonderful thing.

那真是太棒了。

Speech at the Lucile Packard Children's Hospital at Stanford

斯坦福大学露西尔·帕卡德儿童医院的演讲

“One simple question.”

“一个简单的问题。”

In March 2010, Steve advocated for a bill requiring the California Department of Motor Vehicles to ask driver's license applicants if they want to register as organ donors.

2010年3月，史蒂夫倡导一项法案，要求加州机动车辆管理局询问驾照申请人是否愿意登记为器官捐赠者。

The bill, which later passed and was signed into law by Governor Arnold Schwarzenegger, also established a state registry for people to donate kidneys during their lifetime.

该法案后来获得通过，并由州长阿诺德·施瓦辛格签署成为法律，还建立了一个州级登记处，供人们在有生之年捐献肾脏。

Thank you, Governor Schwarzenegger.

谢谢您，施瓦辛格州长。

Last year, I received a liver transplant. I was very fortunate, because many others died waiting to receive one. Last year in California, there were six hundred and seventy-one liver transplants.

去年，我接受了肝脏移植。我非常幸运，因为许多人在等待接受移植时死亡。去年在加利福尼亚州，有六百七十一例肝脏移植。

But last year there were also over thirty-four hundred people waiting for a liver, and over four hundred of them died waiting in California.

但去年也有超过三千四百人在等待肝脏，其中四百多人死于加利福尼亚州的等待中。

I was almost one of the ones that died waiting for a liver in California last year.

去年，我几乎是死于加利福尼亚州等待肝脏的人之一。

I was receiving great care here at Stanford, but there were simply not enough livers in California to go around, and my doctors here advised me to enroll in a transplant program in Memphis, Tennessee, where the supply-demand ratio of livers is more favorable than it is in California here.

我在斯坦福大学接受了很好的护理，但加利福尼亚州根本没有足够的肝脏可供分配，这里的医生建议我参加田纳西州孟菲斯市的移植计划，那里的肝脏供需比例比加利福尼亚州这里更有利。

And I was lucky enough to get a liver in time. As a matter of fact, this coming week is my one-year anniversary.

我很幸运及时得到了肝脏。事实上，下周就是我一周年纪念日。

So why aren't there more organs available in California? Because in California, like most other states in the nation, you must specifically request to become an organ donor at the Department of Motor Vehicles, when you're there to get or renew your driver's license.

那么为什么加利福尼亚州没有更多的器官可用呢？因为在加利福尼亚州，就像全国大多数其他州一样，您必须在机动车管理局专门要求成为器官捐赠者，而您在那里是为了获得或更新驾驶执照。

No one asks you if you want to become a donor. And there's no marketing campaign to make you aware of this opportunity either, so unless you know about it and unless you specifically ask, nobody is going to ask you. Nobody is going to give you this opportunity.

没有人问您是否想成为捐赠者。也没有任何营销活动让您意识到这个机会，因此除非您知道它并且您特别要求，否则没有人会问您。没有人会给您这个机会。

And yet even with this obscure procedure, over 20 percent of Californians have signed up to be organ donors, which is fantastic.

然而，即使有这种晦涩的程序，超过 20% 的加利福尼亚人已报名成为器官捐赠者，这太棒了。

But imagine what it could be if everyone knew of this opportunity.

但想象一下，如果每个人都知道这个机会会怎样。

And that's what the governor's bill will do. It will simply require the DMV to ask you if you'd like to become an organ donor. That's it. Asking this one simple question may double the number of transplant organs available in California. One simple question.

而这就是州长法案将要做的。它只要求 DMV 询问您是否愿意成为器官捐赠者。就这么简单。询问这个简单的问题可能会使加利福尼亚州可用的移植器官数量增加一倍。一个简单的问题。

And that's a very high return on investment, especially for the over twenty thousand Californians currently waiting for an organ transplant.

对于目前有超过两万名加利福尼亚人正在等待器官移植来说，这是一个非常高的投资回报率。

So, Governor, thank you for your leadership on this bill. And now I'd like to introduce Senator Alquist.

所以，州长，感谢您在这个法案上发挥的领导作用。现在，我想介绍一下参议员 Alquist。

Thank you.

谢谢。

Email to Apple Employees

发给 **Apple** 员工的电子邮件

“Today.”

“今天”。

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Apple employees

收件人：Apple 员工

Subject: Today

主题：今天

Date: May 26, 2010, 5:59 p.m.

日期：2010 年 5 月 26 日，下午 5:59

Team,

团队，

As most of you already know, at the close of today's stock market, Apple's market cap (stock price $\times$ number of shares) surpassed Microsoft's market cap.

你们大多数人已经知道，在今天股市收盘时，苹果的市值（股价 $\times$ 股票数量）超过了微软的市值。

As I once said in a company email sent a long time ago: “Stocks go up and down, and things may be different tomorrow, but I thought it was worth a moment of reflection today.” And so it is again.

正如我很久以前在公司电子邮件中所说：“股票涨涨跌跌，明天的情况可能会有所不同，但我认为今天值得我们花点时间来反思。”现在又是如此。

Walt Disney used to say to his team: “We're only as good as our next picture.” Well, we're only as good as our next amazing new product.

沃尔特·迪士尼曾经对他的团队说：“我们只有下一部电影好，我们才

好。”嗯，我们只有下一款惊人的新产品好，我们才好。

Back to work...

回到工作中.....

Steve

史蒂夫

Email from Steve to Himself

史蒂夫发给自己的电子邮件

[No Subject]

[无主题]

From: Steve Jobs

发件人：史蒂夫·乔布斯

To: Steve Jobs

收件人：史蒂夫·乔布斯

Subject:

主题：

Date: September 2, 2010, 11:08 p.m.

日期：2010 年 9 月 2 日，晚上 11:08

I grow little of the food I eat, and of the little I do grow I did not breed or perfect the seeds.

我吃的食物很少是自己种植的，而我种植的很少食物也不是我自己培育或改良种子的。

I do not make any of my own clothing.

我没有任何一件衣服是自己做的。

I speak a language I did not invent or refine.

我说的语言不是我自己发明或改进的。

I did not discover the mathematics I use.

我使用的数学不是我自己发现的。

I am protected by freedoms and laws I did not conceive of or legislate, and do not enforce or adjudicate.

我受到的保护来自我自己没有构想或制定的自由和法律，而这些法律也

不是我自己执行或裁决的。

I am moved by music I did not create myself.

我被自己没有创作的音乐所感动。

When I needed medical attention, I was helpless to help myself survive.

当我需要医疗救助时，我无助地无法帮助自己生存。

I did not invent the transistor, the microprocessor, object oriented programming, or most of the technology I work with.

我没有发明晶体管、微处理器、面向对象编程或我所使用的大部分技术。

I love and admire my species, living and dead, and am totally dependent on them for my life and well being.

我爱我的物种，无论是活着的还是已经逝去的，并钦佩他们，我的生命和幸福完全依赖于他们。

Sent from my iPad

从我的 iPad 发送



Walking through a mockup for Apple Park, 2010.

2010 年，在 *Apple Park* 的模型中漫步。



"Technology alone is not enough," 2011.

“单靠技术是不够的”，2011年。



Presenting plans to the Cupertino City Council, 2011.

向库比蒂诺市议会提交计划，2011年。



Steve on his iPhone, circa 2010–2011.

史蒂夫在 iPhone 上，大约在 2010-2011 年。



August 24, 2011

To the Apple Board of Directors and the Apple Community:

I have always said if there ever came a day when I could no longer meet my duties and expectations as Apple's CEO, I would be the first to let you know. Unfortunately, that day has come.

I hereby resign as CEO of Apple. I would like to serve, if the Board sees fit, as Chairman of the Board, director and Apple employee.

As far as my successor goes, I strongly recommend that we execute our succession plan and name Tim Cook as CEO of Apple.

I believe Apple's brightest and most innovative days are ahead of it. And I look forward to watching and contributing to its success in a new role.

I have made some of the best friends of my life at Apple, and I thank you all for the many years of being able to work alongside you.


Steve

Steve's resignation from Apple, August 2011.

史蒂夫辞去苹果公司职务，2011年8月。



One More Thing ...

还有一件事.....

Life can be much broader once you discover one simple fact—and that is: everything around you that you call life was made up by people that were no smarter than you.

一旦你发现一个简单的事实，生活就会变得更加广阔——那就是：你周围你称之为生活的一切都是由和你一样不聪明的人创造的。

And you can change it.

你可以改变它。

You can influence it.

你可以影响它。

You can build your own things that other people can use.

你可以创造出供他人使用的东西。

And the minute you can understand that you can poke life, and if you push in, then something will pop out the other side; that you can change it, you can mold it—that's maybe the most important thing: to shake off this erroneous notion that life is there, and you're just going to live in it versus embrace it, change it, improve it, make your mark upon it.

一旦你明白你可以触碰生活，如果你努力，那么另一边就会出现一些东西；你可以改变它，你可以塑造它——这也许是最重要的事情：摆脱生活就在那里，你只能生活在其中，而不是拥抱它、改变它、改善它、在上面留下你的印记的错误观念。

I think that's very important, and however you learn that, once you learn it, you'll want to change life and make it better. Because it's kind of messed up in a lot of ways.

我认为这非常重要，无论你怎么学习，一旦你学会了，你就会想要改变生活，让它变得更好。因为在很多方面它都搞砸了。

Once you learn that, you'll never be the same again.

一旦你学会了，你将永远不再一样。

—Steve, 1994

——史蒂夫，1994 年

Key Events

关键事件

January 1975—Popular Electronics publishes a story about the Altair 8800, sparking the microcomputer revolution. That same year, Bill Gates drops out of Harvard to design programming languages for the Altair.

Meanwhile, in Silicon Valley, a club launches for people who want to build their own computers: the Homebrew Computer Club, which Steve occasionally attends with Steve Wozniak.

1975 年 1 月——《大众电子报》发表了一篇关于 Altair 8800 的文章，引发了微型计算机革命。同年，比尔·盖茨辍学于哈佛，为 Altair 设计编程语言。

与此同时，在硅谷，一个俱乐部为想要自己组装电脑的人们而成立：家庭酿造电脑俱乐部，史蒂夫偶尔会和史蒂夫·沃兹尼亚克一起参加。

April 1976—Steve and Woz co-found Apple Computer to sell the Apple I, designed by Woz.

(A third co-founder, Ron Wayne, drops out ten days after joining.) Apple I buyers must supply their own keyboards and television monitors, as well as know how to write hexadecimal code and use a soldering iron.

1976 年 4 月——史蒂夫和沃兹联合创立苹果电脑公司，销售沃兹设计的 Apple I。

（第三位联合创始人罗恩·韦恩在加入十天后退出。）Apple I 的买家必须自己提供键盘和电视显示器，并且要知道如何编写十六进制代码和使用烙铁。

January 1977—Apple incorporates, with ownership split evenly among Steve, Woz, and the angel investor Mike Markkula.

1977 年 1 月——苹果公司成立，史蒂夫、沃兹和天使投资人迈克·马克库拉平分所有权。

April 1977—The Apple II, a more user-friendly computer, debuts at the

West Coast Computer Faire in San Francisco. At \$1,298, the Apple II costs about twice as much as a year of in-state tuition at the University of California.

1977 年 4 月——更易于用户使用的 *Apple II* 在旧金山的西海岸电脑展销会上首次亮相。*Apple II* 的售价为 1,298 美元，大约是加州大学一年州内学费的两倍。

May 1978—Lisa Brennan Jobs is born.

1978 年 5 月——丽莎·布伦南·乔布斯出生。

May 1979—Apple's publications department manager, Jef Raskin, begins work on an inexpensive computer he calls Macintosh.

1979 年 5 月——苹果公司出版部门经理杰夫·拉斯金开始研发他称之为 *Macintosh* 的廉价电脑。

December 1979—During a visit to Xerox's Palo Alto Research Center, Steve sees, for the first time, a networked computer with a mouse, windows, icons, menus, and multiple typefaces. "I was so blown away," he later recalled. He brings the technology, and several PARC researchers, to Apple.

1979 年 12 月——在访问施乐帕洛阿尔托研究中心时，史蒂夫第一次看到了一台带有鼠标、窗口、图标、菜单和多种字体的联网计算机。“我当时惊呆了，”他后来回忆道。他将这项技术和几位 *PARC* 研究人员带到了苹果公司。

September 1980—Steve takes over the high-profile Lisa computer project. He is removed nine months later, after the team rebels against his management style.

1980 年 9 月——史蒂夫接手备受瞩目的 *Lisa* 电脑项目。九个月后，由于团队反抗他的管理风格，他被免职。

December 1980—Apple goes public in one of the most successful initial public offerings in American history up to that time.

1980 年 12 月——苹果公司进行首次公开募股，成为当时美国历史上最成功的首次公开募股之一。

February 1981—Ten years after dropping out of the University of California, Berkeley, Woz leaves Apple to re-enroll.

1981 年 2 月——在从加州大学伯克利分校辍学十年后，沃兹离开苹果公司重新入学。

Steve takes over the Macintosh project.

史蒂夫接手 Macintosh 项目。

August 1981—Apple faces its first real competition when IBM introduces its personal computer. IBM's market share soon surpasses Apple's.

1981 年 8 月——当 IBM 推出个人电脑时，苹果公司面临其第一个真正的竞争对手。IBM 的市场份额很快超过了苹果公司。

January 1983—Time shakes up its “Man of the Year” tradition to choose the computer as “Machine of the Year.”

1983 年 1 月——《时代》杂志打破“年度人物”的传统，选择计算机作为“年度机器”。

Apple introduces the Lisa computer, priced at \$10,000, targeting business users. It fails in the market.

苹果公司推出 Lisa 电脑，售价 10,000 美元，目标是商务用户。它在市场上失败了。

April 1983—Jobs recruits the Pepsi executive John Sculley to be Apple's CEO, using the memorable line, “Do you want to sell sugar water for the rest of your life, or do you want to come with me and change the world?”

1983 年 4 月——乔布斯招募百事可乐公司高管约翰·斯卡利担任苹果公司的首席执行官，并使用了令人难忘的台词：“你想在余生中一直销售糖水，还是想和我一起改变世界？”

January 1984—Macintosh debuts.

1984 年 1 月——Macintosh 首次亮相。

June 1985—When Macintosh sales fall far short of projections, Apple lays

off 20 percent of employees and announces the first quarterly loss in its history.

1985 年 6 月——当 Macintosh 的销售额远低于预期时，苹果公司解雇了 20% 的员工，并宣布了其历史上第一个季度亏损。

September 1985—After losing a power struggle with Sculley, Steve leaves Apple with five Mac team members in tow. Within days, Apple sues for breach of fiduciary responsibility and charges Steve with masterminding a “nefarious” scheme to steal trade secrets for his new computer company, NeXT.

1985 年 9 月——在与 Sculley 的权力斗争中失利后，史蒂夫带着五名 Mac 团队成员离开苹果公司。几天之内，苹果公司起诉史蒂夫违反受托责任，并指控史蒂夫策划了一项“邪恶”计划，为他的新计算机公司 NeXT 窃取商业机密。

January 1986—Steve becomes the majority shareholder in Pixar, after the pioneering computer scientist Alan Kay introduces him to the company’s leaders, Ed Catmull and Alvy Ray Smith.

1986 年 1 月——在计算机科学先驱艾伦·凯将史蒂夫介绍给皮克斯公司的领导人艾德·卡特姆尔和艾尔维·雷·史密斯之后，史蒂夫成为皮克斯公司的主要股东。

NeXT and Apple settle their lawsuit over NeXT’s launch and Steve’s recruitment of Mac team members out of court.

NeXT 和苹果公司庭外和解了关于 NeXT 发布以及史蒂夫从 Mac 团队招募成员的诉讼。

August 1986—Steve attends the premiere of Pixar’s first animated short, Luxo Jr., at a graphics industry conference. Luxo Jr. showcases Pixar’s software, but it is the audience’s standing ovation for the storytelling that catches Steve’s attention.

1986 年 8 月——史蒂夫参加了皮克斯公司第一部动画短片《小台灯》在图形产业大会上的首映式。《小台灯》展示了皮克斯公司的软件，但观众对故事的起立鼓掌引起了史蒂夫的关注。

October 1988—Steve unveils the NeXT Computer System at Davies

Symphony Hall in San Francisco. A highlight is the machine's five-minute performance of a Bach violin concerto, accompanied by a violinist from the symphony.

The computer did not sell well but had its fans; Tim Berners-Lee wrote the code for the World Wide Web on a NeXT computer.

1988 年 10 月——史蒂夫在旧金山的戴维斯交响音乐厅发布了 NeXT 计算机系统。其中一个亮点是这台机器演奏了五分钟的巴赫小提琴协奏曲，由交响乐团的小提琴家伴奏。

这款计算机的销量不佳，但也有其拥趸；蒂姆·伯纳斯-李在 NeXT 计算机上编写了万维网的代码。

March 1989—Pixar's film Tin Toy wins an Oscar for Best Animated Short, a first for a computer-animated movie.

1989 年 3 月——皮克斯的电影《锡玩具》获得奥斯卡最佳动画短片奖，这是电脑动画电影首次获奖。

March 1991—Steve marries Laurene Powell in a ceremony at Yosemite.

1991 年 3 月——史蒂夫在优胜美地举行仪式，与劳伦·鲍威尔结婚。

July 1991—Facing heavy financial pressure, Pixar signs a deal with Disney that is far more favorable to the larger company.

In exchange for financing up to three Pixar films, Disney owns the films and their characters, receives most of the films' profits, and prohibits Pixar from pitching to another studio any ideas that Disney rejects.

1991 年 7 月——面对沉重的财务压力，皮克斯与迪士尼签署了一项对大公司更为有利的协议。

作为为多达三部皮克斯电影提供资金的交换，迪士尼拥有这些电影及其角色，获得大部分电影利润，并禁止皮克斯向其他工作室推销迪士尼拒绝的任何想法。

September 1991—Reed Jobs is born.

1991 年 9 月——里德·乔布斯出生。

February 1993—Steve ends NeXT's production of computers to focus entirely on software.

1993 年 2 月——史蒂夫终止 NeXT 的电脑生产，全力专注于软件。

October 1993—With Apple losing tens of millions of dollars every quarter, CEO John Sculley, who pushed Steve out of Apple in 1985, resigns. Apple will cycle through two more CEOs in the next three years but fail to regain its footing.

1993 年 10 月——由于苹果每个季度亏损数千万美元，1985 年将史蒂夫赶出苹果公司的首席执行官约翰·斯卡利辞职。苹果将在未来三年内更换两名首席执行官，但未能重新站稳脚跟。

August 1995—Erin Jobs is born.

1995 年 8 月——艾琳·乔布斯出生。

November 1995—Toy Story, the world's first full-length fully animated feature film, earns \$29 million in its opening weekend. It goes on to become the top-grossing animated movie of the year.

1995 年 11 月——《玩具总动员》是世界上第一部全长全动画故事片，在上映首周末收入 2900 万美元。它继续成为当年票房最高的动画电影。

A week after Toy Story opens, Pixar holds a successful initial public offering. It was a bold bet placed months earlier; if Toy Story had been a bust, the IPO would have been one, too.

玩具总动员上映一周后，皮克斯成功地进行了首次公开募股。这是几个月前做出的一个大胆的赌注；如果玩具总动员失败了，那么首次公开募股也会失败。

December 1996—In need of a new operating system, Apple acquires NeXT for \$427 million. As part the agreement, Steve rejoins Apple as a special adviser to the CEO, Gil Amelio.

1996 年 12 月——由于需要一个新的操作系统，苹果公司以 4.27 亿美元收购了 NeXT。作为协议的一部分，史蒂夫作为首席执行官吉尔·阿梅利奥的特别顾问重新加入苹果公司。

February 1997—The success of Toy Story and Pixar's IPO give Steve leverage to negotiate a more favorable agreement with Disney. The companies sign a five-picture deal.

1997年2月——玩具总动员和皮克斯首次公开募股的成功使史蒂夫能够与迪士尼谈判达成更有利的协议。两家公司签署了五部电影的协议。

June 1997—In a public show of no confidence in Amelio, Steve sells a huge block of the Apple shares he received in the NeXT acquisition. Three months later, Steve is named interim CEO.

1997年6月——为了公开表示对阿梅利奥的不信任，史蒂夫出售了他在NeXT收购中获得的大量苹果股票。三个月后，史蒂夫被任命为临时首席执行官。

August 1997—Bill Gates appears on a giant video screen at Macworld to announce Microsoft's commitment to developing Microsoft Office for Mac. When the audience begins heckling, Steve reprimands them: "We have to let go of [...] this notion that for Apple to win, Microsoft has to lose."

1997年8月——比尔·盖茨出现在Macworld的一个巨型视频屏幕上，宣布微软致力于为Mac开发Microsoft Office。当观众开始起哄时，史蒂夫斥责他们：“我们必须放弃……这种苹果必须赢，微软必须输的观念。”

September 1997—Apple introduces the "Think Different" advertising campaign. One year later, it wins an Emmy Award for Outstanding Commercial.

1997年9月——苹果公司推出了“非同凡想”的广告活动。一年后，它赢得了艾美奖的杰出商业广告奖。

March 1998—Steve hires Tim Cook as Apple's chief of operations.

1998年3月——史蒂夫聘请蒂姆·库克担任苹果公司的首席运营官。

July 1998—Eve Jobs is born.

1998年7月——伊芙·乔布斯出生。

August 1998—Apple debuts the Bondi Blue iMac. The “i” stands for “internet,” targeting consumers who want to “surf the web” as easily as catching a wave at Australia’s Bondi Beach.

1998 年 8 月——苹果推出 Bondi Blue iMac。字母“i”代表“internet”，目标消费者是那些想像在澳大利亚邦迪海滩冲浪一样轻松地“冲浪网络”的人。

October 1998—Apple announces its first profitable year since 1995.

1998 年 10 月——苹果宣布自 1995 年以来首次实现盈利。

January 2000—In the last three minutes of his Macworld presentation, Steve surprises the audience with the announcement that he will drop “interim” from his CEO title.

2000 年 1 月——在 Macworld 演示的最后三分钟，史蒂夫让观众惊喜了一把，他宣布将从他的 CEO 头衔中去掉“临时”一词。

March 2000—The wave of internet optimism crashes. The NASDAQ loses nearly \$1 trillion in a single month, and hundreds of start-up companies fail in a “dotcom bust.”

2000 年 3 月——互联网乐观主义浪潮破灭。纳斯达克在短短一个月内损失近 1 万亿美元，数百家初创公司在“互联网泡沫破灭”中倒闭。

November 2000—Pixar’s new campus in Emeryville, California, opens. Steve has been so involved in the headquarters design—from the town hall atrium to the bathrooms—that people call it “Steve’s movie.”

2000 年 11 月——皮克斯位于加利福尼亚州埃默里维尔的全新园区开业。史蒂夫参与了从市政厅中庭到浴室的总部设计，以至于人们称其为“史蒂夫的电影”。

May 2001—The first Apple retail stores open in Tysons, Virginia, and Glendale, California.

2001 年 5 月——第一家 Apple 零售店在弗吉尼亚州泰森斯和加利福尼亚州格兰岱尔开业。

March 2001—Apple releases OS X, an operating system based on the NeXTStep software developed at NeXT. Updated versions of the operating system remain at the heart of many Apple products today.

2001年3月——苹果发布 OS X，这是一款基于 NeXT 在 NeXT 开发的 NeXTStep 软件的操作系统。该操作系统的最新版本至今仍是许多 Apple 产品的核心。

October 2001—Apple introduces the iPod. It's a new kind of product for the company, not a computer but a portable device built to sync with a computer. Apple built a music player, Steve says, because "We love music, and it's always good to do something you love."

2001年10月——苹果推出 iPod。这是一种针对该公司的全新产品，不是电脑，而是一种便携式设备，旨在与电脑同步。史蒂夫说，苹果制造了一款音乐播放器，因为“我们热爱音乐，做自己热爱的事情总是好的”。

April 2003—Apple opens the iTunes Music Store, making it easy to buy individual songs online. The store is only available for Apple computers, but users download one million tracks in the first week.

Six months later, at the urging of his executive team, Steve agrees to make the store compatible with non-Apple computers.

2003年4月——苹果开设 iTunes 音乐商店，让人们可以轻松在线购买单曲。该商店仅适用于苹果电脑，但用户在第一周下载了 100 万首歌曲。

六个月后，在高管团队的敦促下，史蒂夫同意让该商店与非苹果电脑兼容。

March 2004—Pixar's fifth film, Finding Nemo, wins an Oscar for Best Animated Feature.

2004年3月——皮克斯的第五部电影《海底总动员》荣获奥斯卡最佳动画长片奖。

July 2004—Steve undergoes surgery to remove a pancreatic neuroendocrine tumor.

2004 年 7 月——史蒂夫接受手术切除胰腺神经内分泌肿瘤。

January 2006—Disney acquires Pixar for \$7.4 billion in stock. Steve becomes Disney's largest shareholder and joins the board of directors, while John Lasseter and Ed Catmull assume leadership of Disney Animation.

2006 年 1 月——迪士尼以 74 亿美元的股票收购皮克斯。史蒂夫成为迪士尼的最大股东并加入董事会，而约翰·拉塞特和艾德·卡特姆尔则担任迪士尼动画的领导。

January 2007—The iPhone debuts. Steve calls it “the most revolutionary and exciting product in Apple's history.”

2007 年 1 月——iPhone 首次亮相。史蒂夫称其为“苹果历史上最具革命性和最令人兴奋的产品”。

March 2009—On leave from Apple, Steve receives a liver transplant in Memphis, Tennessee.

2009 年 3 月——史蒂夫休假离开苹果，在田纳西州孟菲斯接受肝脏移植手术。

January 2010—Steve introduces the iPad, calling it “a magical and revolutionary device.”

2010 年 1 月——史蒂夫推出 iPad，称其为“一款神奇而革命性的设备”。

August 2010—Toy Story 3 becomes the highest-grossing animated movie of all time.

2010 年 8 月——《玩具总动员 3》成为有史以来票房最高的动画电影。

August 2011—Six weeks before his death, Steve resigns as Apple's CEO and recommends that Tim Cook replace him. In his resignation letter, Steve writes, “I've made some of the best friends of my life at Apple, and I thank you all for the many years of being able to work alongside you.”

2011 年 8 月——在去世前六周，史蒂夫辞去苹果公司首席执行官的职

务，并推荐蒂姆·库克接替他的职位。史蒂夫在辞呈中写道：“我在苹果公司结交了一些最好的朋友，感谢大家多年来与我并肩工作。”

Credits

鸣谢

Photos

照片

In order of appearance: Cover, photographer unknown, circa 1976; Steve on his tricycle, photographer unknown, 1957; Steve's 1973 passport, photo by Ben Blackwell courtesy SJA; Buddhist poem postcard, courtesy Elizabeth Holmes; Steve and Apple I, photo by Joe Melena courtesy of Apple, 1976; Apple I briefcase, photos by Barbara Kinney courtesy SJA; Apple's first fan letter, photo by Dean Phillips, 1976; Apple II prototype, photographer unknown, 1977; On the phone, photo by Bill Kelley, 1977; Posing with Apple II, photo by Ted Thai, 1981; Steve with his camera, photo by Andree Abecassis, 1981; Steve on his motorcycle, photo by Ted Thai, 1981; Conference & IBM sign, photos by Jean Pigozzi, 1983; Steve plays pinball, photo by Bill Atkinson, 1983; Steve asleep on a flight, photo by Jean Pigozzi, 1984; Steve with Macintosh, photo by Norman Seeff, 1984; Steve peering into a store window, photo by Jean Pigozzi, 1984; Portrait of Steve, photo by Norman Seeff, 1984; Steve in his living room, photo by Steve Ringman/ San Francisco Chronicle/ Hearst Newspapers via Getty Images, 1985; Steve with newspaper, photo by Jeffrey Aaronson, 1984; Steve at a whiteboard, photo by Doug Menuez, 1986; 1986 memo to NeXT employees, photo by Ben Blackwell courtesy of Apple; Model of NeXT machine, photographer unknown, 1987; Playing ball in Menlo Park, photo by Doug Menuez, 1987; Note on Pixar letterhead, photo by Ben Blackwell, © Disney/Pixar; Steve in director's chair, photo by Louie Psihoyos, © Disney/Pixar, 1995; Steve with Mickey and Minnie, photographer unknown, © Disney, 1995; Steve's slide rule, photo by Barbara Kinney, courtesy SJA; Steve's childhood home, photo by Diane Cook and Len Jenshel / Contour RA / via Getty Images, 1996; Speech at Palo Alto High School, photo by Ben Blackwell courtesy SJA; Pixar waltz ticket, © Pixar, 1996; Eight portraits of Steve, photos by Diana Walker/ SJA / Contour RA via Getty Images, 1997; Film reel-framed portrait, photo by Jeffery Newbury, 1997; Queen's chair, photo by Brant Ward / San Francisco Chronicle / Polaris, 1998, used by permission of Disney / Pixar; Snow globe, photo by Ben Blackwell courtesy SJA, snow globe © Disney/Pixar; Steve smiling, photo by Christian Witkin, 2000; Steve in rehearsal, photo by Brent Schlender, 2001; Steve's iPod, Jerry Lee Lewis record, Bob Dylan CDs and harmonicas, photos by Barbara Kinney courtesy of SJA; Home office, photos by Diana Walker / SJA / Contour RA via Getty Images, 2004; At Stanford lectern, photo by Linda A.

按出现顺序：封面，摄影师不详，约 1976 年；史蒂夫骑着三轮车，摄影师不详，1957 年；史蒂夫的 1973 年护照，照片由 Ben Blackwell 提供，SJA 授权；佛教诗歌明信片，由 Elizabeth Holmes 提供；史蒂夫和 Apple I，照片由 Joe Melena 提供，Apple 授权，1976 年；Apple I 手提箱，照片由 Barbara Kinney 提供，SJA 授权；Apple 收到的第一封粉丝信，照片由 Dean Phillips 拍摄，1976 年；Apple II 原型机，摄影师不详，1977 年；打电话，照片由 Bill Kelley 拍摄，1977 年；与 Apple II 合影，照片由 Ted Thai 拍摄，1981 年；史蒂夫拿着相机，照片由 Andree Abecassis 拍摄，1981 年；史蒂夫骑着摩托车，照片由 Ted Thai 拍摄，1981 年；会议和 IBM 标志，照片由 Jean Pigozzi 拍摄，1983 年；史蒂夫玩弹球，照片由 Bill Atkinson 拍摄，1983 年；史蒂夫在飞机上睡觉，照片由 Jean Pigozzi 拍摄，1984 年；史蒂夫拿着 Macintosh，照片由 Norman Seeff 拍摄，1984 年；史蒂夫凝视橱窗，照片由 Jean Pigozzi 拍摄，1984 年；史蒂夫肖像，照片由 Norman Seeff 拍摄，1984 年；史蒂夫在客厅，照片由 Steve Ringman/旧金山纪事报/赫斯特报业集团通过盖蒂图片社拍摄，1985 年；史蒂夫拿着报纸，照片由 Jeffrey Aaronson 拍摄，1984 年；史蒂夫在白板上，照片由 Doug Menuez 拍摄，1986 年；1986 年备忘录致 NeXT 员工，照片由 Ben Blackwell 提供，由 Apple 提供；NeXT 机器模型，摄影师不详，1987 年；在门洛帕克打球，照片由 Doug Menuez 拍摄，1987 年；皮克斯信笺抬头上的便条，照片由 Ben Blackwell 拍摄，© Disney/Pixar；史蒂夫坐在导

演椅上，照片由 Louie Psihoyos 拍摄，© Disney/Pixar，1995 年；史蒂夫与米奇和米妮，摄影师不详，© Disney，1995 年；史蒂夫的计算尺，照片由 Barbara Kinney 拍摄，由 SJA 提供；史蒂夫的童年之家，照片由 Diane Cook 和 Len Jenshel / Contour RA / 通过 Getty Images 拍摄，1996 年；在帕洛阿尔托高中发表演讲，照片由 Ben Blackwell 提供，由 SJA 提供；皮克斯华尔兹舞会门票，© Pixar，1996 年；史蒂夫的四幅肖像，照片由 Diana Walker / SJA / Contour RA 通过 Getty Images 拍摄，1997 年；胶片卷轴框架肖像，照片由 Jeffery Newbury 拍摄，1997 年；女王的椅子，照片由 Brant Ward / 旧金山纪事报 / Polaris 拍摄，1998 年，经 Disney / Pixar 许可使用；雪球，照片由 Ben Blackwell 提供，由 SJA 提供，雪球 © Disney/Pixar；史蒂夫微笑，照片由 Christian Witkin 拍摄，2000 年；史蒂夫在彩排，照片由 Brent Schlender 拍摄，2001 年；史蒂夫的 iPod，Jerry Lee Lewis 唱片、Bob Dylan CD 和口琴，照片由 Barbara Kinney 提供，由 SJA 提供；fice，照片由 Diana Walker / SJA / Contour RA 通过 Getty Images 拍摄，2004 年；在斯坦福讲坛，照片由 Linda A.

Cicero / Stanford News Service, 2005; Whole Earth Catalog, photos by Ben Blackwell courtesy SJA; Steve holding iPhone, photo by Peer Grimm / Alamy, 2007; Steve with iPhone and color chart, photo by Joe Pugliese courtesy of Apple, 2007; Steve side profile, photo by Sean Gallup / Getty Images News via Getty Images, 2007; Apple Park mockups, photos courtesy Foster + Partners, 2010; Tech and liberal arts intersection, photo by Kimihiro Hoshino / AFP via Getty Images, 2011; At city council, AP / City of Cupertino, 2011; Steve on his iPhone, photo by Jean Pigozzi, 2010; Resignation letter, courtesy of Apple, 2011; Steve's glasses, photo by Barbara Kinney courtesy SJA.

Cicero / Stanford News Service 拍摄，2005 年；Whole Earth Catalog，照片由 Ben Blackwell 提供，由 SJA 提供；史蒂夫拿着 iPhone，照片由 Peer Grimm / Alamy 拍摄，2007 年；史蒂夫拿着 iPhone 和色卡，照片由 Joe Pugliese 提供，由 Apple 提供，2007 年；史蒂夫侧影，照片由 Sean Gallup / Getty Images News 通过 Getty Images 拍摄，2007 年；Apple Park 模型，照片由 Foster + Partners 提供，2010 年；科技与文科交叉，照片由 Kimihiro Hoshino / AFP 通过 Getty Images 拍摄，2011 年；在市议会上，美联社/库比蒂诺市，2011 年；史蒂夫在 iPhone 上，照片由 Jean Pigozzi 拍摄，2010 年；辞职信，由 Apple 提供，2011 年；史蒂夫的眼镜，照片由 Barbara Kinney 提供，由 SJA 提供。

Speeches, emails and interviews

演讲、电子邮件和采访

In order of appearance: "There's lots of ways to be, as a person," speech at Apple Town Hall, 2007; Steve on his Childhood, courtesy Smithsonian Institution's National Museum of American History, 1995; Interviews by David Sheff, 1984, courtesy SJA; "A lot of people put a lot of love into these products," courtesy Smithsonian Institution's National Museum of American History, 1995; Steve on Launching Apple, interview by David Sheff, 1984, courtesy SJA; Fresh Air with Terry Gross interview reprinted with the permission of WHYY, Inc., 1996; "It's a domesticated computer," Talk of the Town: Digitizing, by Thomas Whiteside, reprinted courtesy Thomas Whiteside / The New Yorker © Condé Nast, 1977; "Computers and society are out on a first date," speech at the International Design Conference in Aspen, 1983; On the Macintosh, interview by David Sheff, 1984, courtesy SJA; "Was George Orwell right about 1984?" speech at an Apple sales meeting, 1983; "Your aesthetics get better as you make mistakes," interview by Michael Moritz, 1984, courtesy SJA; "I want to build things," interview reprinted with permission of Newsweek, courtesy EnVeritas Group Inc., 1985; "You never achieve what you want without falling on your face a few times," Fresh Air with Terry Gross interview reprinted with the permission of WHYY, Inc., 1996; Steve on Starting NeXT interview reprinted with permission of Newsweek, courtesy EnVeritas Group Inc., 1985; On Becoming Majority Shareholder in Pixar, interview produced by Joel Bloom, 1996, courtesy SJA; On Pixar's Early Days, interview by Leslie Iwerks, courtesy The Walt Disney Company, 2003; Email to NeXT Employees, 1989, courtesy of Apple; "Character is built not in good times, but in

bad times," speech at Reed College, 1991; Emails to Andy Grove, 1995; Email to Pixar employees, 1996; "One of the things I always tried to coach myself on was not being afraid to fail," Fresh Air with Terry Gross interview reprinted with the permission of WHYY, Inc., 1996; Email to NeXT Colleagues, 1996, courtesy of Apple; "What you follow with your heart," speech at Palo Alto High School, 1996; "To put these stories into culture," interview produced by Joel Bloom, 1996, courtesy SJA; Email to Pixar employees, 1996; "The worst thing that someone can do in an interview is agree with me," from In the Company of Giants: Candid Conversations with the Visionaries of the Digital World, by Dr.

按出场顺序："作为一个人，有很多种存在方式"，2007 年苹果市政厅演讲；史蒂夫谈他的童年，由史密森尼学会美国历史国家博物馆提供，1995 年；大卫·谢夫采访，1984 年，由 SJA 提供；"很多人将很多爱倾注于这些产品"，由史密森尼学会美国历史国家博物馆提供，1995 年；史蒂夫谈苹果的发布，大卫·谢夫采访，1984 年，由 SJA 提供；Fresh Air with Terry Gross 采访经 WHYY, Inc. 许可转载，1996 年；"这是一台家用电脑"，城镇谈话：数字化，托马斯·怀特塞德著，经托马斯·怀特塞德/纽约客©康泰纳仕许可转载，1977 年；"计算机和社会正在进行第一次约会"，1983 年阿斯彭国际设计大会演讲；关于 Macintosh，大卫·谢夫采访，1984 年，由 SJA 提供；"乔治·奥威尔对 1984 年的预测是否正确？"，1983 年苹果销售会议上的演讲；"当你犯错时，你的审美会变得更好"，迈克尔·莫里茨采访，1984 年，由 SJA 提供；"我想制造东西"，经新闻周刊许可转载的采访，由 EnVeritas Group Inc. 提供，1985 年；"如果你不经历几次失败，你永远无法实现你的目标"，特里·格罗斯主持的《新鲜空气》采访，经 WHYY, Inc. 许可转载，1996 年；史蒂夫谈论创办 NeXT 的采访，经 Newsweek 许可转载，由 EnVeritas Group Inc. 提供，1985 年；成为皮克斯的多数股东，由乔尔·布鲁姆制作的采访，1996 年，由 SJA 提供；皮克斯的早期，由莱斯利·艾沃克斯采访，由华特迪士尼公司提供，2003 年；给 NeXT 员工的电子邮件，1989 年，由 Apple 提供；"性格不是在顺境中形成的，而是在逆境中形成的"，在里德学院的演讲，1991 年；给安迪·格鲁夫电子邮件，1995 年；给皮克斯员工的电子邮件，1996 年；"我一直努力训练自己的一件事就是不要害怕失败"，特里·格罗斯主持的《新鲜空气》采访，经 WHYY, Inc. 许可转载，1996 年；1996 年发给 NeXT 同事的电子邮件，由 Apple 提供；"跟随你的内心"，1996 年在帕洛阿尔托高中发表的演讲；"将这些故事融入文化"，1996 年由 Joel Bloom 制作的采访，由 SJA 提供；发给 Pixar 员工的电子邮件，1996 年；"在采访中，最糟糕的事情就是同意我的观点"，摘自《巨人同行：与数字世界远见者的坦诚对话》，作者：博士

Rama Dev Jager and Rafael Ortiz, reprinted courtesy McGraw Hill © 1997; Email to Pixar Employees, 1996; "Much of what I stumbled into," from commencement address at Stanford University, 2005; Steve on returning to Apple, speech at Stanford University Graduate School of Business, 2003; Emails to Apple Employees and exchange with Avie Tevanian, 1997, courtesy of Apple; "We believe that people with passion can change the world for the better," speech to Apple employees, 1997, courtesy of Apple; Emails to Pixar's Leadership, 1997; Email to Apple Employees, 1998, courtesy of Apple; "Apple is coming back in a very big way," speech at Macworld in New York City, 1998; Email to Pixar Employees, 1998; Emails to Apple Employees and from Steve to himself, 1998-2000, courtesy of Apple; "Hopefully we captured a bit of Pixar's soul," speech to Pixar Employees at opening of Pixar's headquarters in Emeryville, California, 2000; "Wouldn't it be great if," introduction to Apple Store, 2001; Emails to Apple Employees and from Steve to Himself, 2001-2003, courtesy of Apple; "I think I got lucky," interview with Leslie Berlin, 2003, courtesy SJA; "You never know what is around the next corner," speech at Stanford's Graduate School of Business, 2003; Drafting the Stanford Commencement Address emails, 2005, courtesy of Apple; "Stay hungry."

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Stay foolish,” Commencement Address at Stanford University, 2005; Email exchange, 2005, courtesy of Apple; “We thought we could make a contribution,” speech to Apple employees, 2007; “Every once in a while a revolutionary product comes along,” speech at Macworld, 2007; Interview with Kara Swisher and Walt Mossberg, reprinted with permission of the Wall Street Journal, Copyright © 2007 Dow Jones & Company, Inc.

保持愚蠢，“斯坦福大学毕业典礼致辞，2005 年；电子邮件交流，2005 年，由 Apple 提供；“我们认为我们可以做出贡献”，对 Apple 员工的演讲，2007 年；“每隔一段时间就会出现一款革命性产品”，Macworld 演讲，2007 年；采访卡拉·斯威舍和沃尔特·莫斯伯格，经华尔街日报许可转载，版权所有 © 2007 道琼斯公司，股份有限公司。

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